





## EUROPEAN NEWS

## Brussels plans 'green' label to grade consumer products

By Tim Dickinson in Brussels

PLANS to introduce a "green" label for environmentally friendly consumer products were unveiled yesterday in Brussels.

The proposed scheme - similar to the "Blue Angel" system which currently operates in Germany - represents the first concrete example of the EC's newly "market oriented" environmental policy.

Mr Carlo Ripa di Meana, the environment commissioner in Brussels, said that other "market based incentives" are currently being prepared by officials and should be announced over the next few weeks. They would include proposals for a new environment fund and a number of new "economic and fiscal instruments".

The aim of the eco-labelling initiative, Mr Ripa di Meana explained, is to influence market behaviour by clearly identifying "through a sort of competition" those products that do least harm to the environment. The impact, he added, would be felt directly by designers in industry.

There seems every chance the Brussels proposals will be adopted by member states since interest in clear EC guidelines has already been expressed by the French, British, Portuguese, Dutch and

The Commission said yesterday that it had blocked nearly 90 per cent of a BFR13m (£1.9m) subsidy package granted by Belgium for Volkswagen's Brussels plant. Reuter reports from Brussels.

The Commission allowed the remainder of the package, amounting to BFR12m, and approved plans to give Volkswagen a five-year withholding tax exemption.

The bulk of the package amounted to illegal state aid that would have given the car manufacturer an unfair edge against EC rivals, the Commission said, adding that the approved segment of the subsidy is earmarked for genuine innovation projects.

Danish governments. The Commission, indeed, has acted at this stage to prevent conflicting national systems posing a threat to the single market. Under the proposal, as it stands, a limited number of labels would be awarded in every product sector using a "cradle to grave" approach. Thus lawnmowers would be assessed not only for the noise they make cutting the grass but for the pollution emitted during manufacture and the

environmental "costs" of its final disposal. Phosphates would be evaluated not only with regard to their effect on water but on the basis of the manufacturing process.

All products will be eligible for the new scheme except beverages, foodstuffs, pharmaceutical products, and dangerous chemical substances. The green label awards will be allocated by an independent panel nominated by the member states on the basis of specific criteria initially decided by the Commission. Responsibility for setting these criteria will ultimately be passed to the European Environment Agency, the fledgling institution which has been given the blessing of member countries and of the European Parliament, but which has yet to find a home.

Mr Ripa di Meana yesterday derided national governments' "paralysis" in their search for a suitable site and said that the "reciprocal vetoes" which are blocking all proposals so far "were not tolerable where such important issues are concerned".

He said yesterday that Brussels will come forward with its own proposal if the member states do not reach a decision at next month's Rome summit.



The German Social Democrats' candidate for Chancellor, Mr Oskar Lafontaine, campaigning for Sunday's election, as latest opinion polls suggested his party would receive just 34 per cent of the vote, compared with 53 per cent for the three-party coalition of Chancellor Helmut Kohl.

## Lukanov finally resigns after pressure from UDF

By Judy Dempsey

BULGARIA'S prime minister, Mr Andrei Lukanov, last night finally resigned after weeks of pressure from the opposition Union of Democratic Forces and four days of nation-wide strikes organised by Podkrepa, the independent trade union.

Mr Lukanov, 52, whose party, the Bulgarian Socialist (former communists) won a comfortable majority in last June's first free elections, failed to attract public support for his economic reforms. But above all, he failed to persuade the UDF to join a government coalition which he deemed vital for implementing through necessary economic reforms.

The UDF refused to join any coalition on the grounds that since it was the communists who were responsible for the economic crisis in the first place, they alone must take responsibility for dealing with it.

However, earlier this month, the UDF shifted its position and said it would join a coalition under condition that it be given the posts of interior, economy and foreign minister as well as the prime ministership.

Mr Lukanov's resignation means that Mr Zhelev, the president, will now have to

find a prime minister acceptable to the UDF and the BSP. It is expected he will choose a candidate which does not belong to either party.

Mr Lukanov, who was the subject of a bitter smear campaign in the media, said last week that the UDF was using extra parliamentary pressures aimed at forcing him to resign. Nevertheless, he still managed to win a vote of no-confidence in the parliament.

Despite this, Podkrepa, the 500,000 strong independent trade union which is led by Mr Konstantin Trenchev, organised a nation-wide strike which started last Monday aimed at forcing the prime minister to resign.

At first, support for the strike was patchy, but as support increased over the past few days, Mr Lukanov realised that his position was becoming increasingly untenable.

The UDF, for its part, which took its election defeat very badly, said Mr Lukanov was heading a government of communists, which could not gain public credibility or support for anything it did.

The task facing any new government remains the same. Bulgaria is facing its worst economic crisis since the Second



Andrei Lukanov: his reforms failed to attract support

World war, the shops are empty, many staple goods are rationed and power cuts have crippled industry. Reforms aimed at liberalising prices, overhauling the banking system and appointing efficient managers will have to be introduced.

These are the changes Mr Lukanov intended to make. But, Mr Zhelev, a senior member of the UDF said only a non-communist prime minister could gain the trust and support of the population to accept more austere measures.

## East European finance

## Czechoslovakia requests DM1bn credit from Kohl

THE Czechoslovak prime minister, Mr Marian Calfa, the second east European leader to visit Germany this week seeking economic help, yesterday asked Chancellor Helmut Kohl for a DM1bn (£100m) credit.

Reuter reports from Bonn.

Mr Calfa said that he and Mr Kohl had agreed to talk on a friendship treaty between the two states should begin early next year. He hoped it could be signed by the summer.

Bonn signed a similar treaty with the Soviet Union this month and is preparing another with neighbouring Poland.

Mr Calfa said Czechoslovakia needed a mid-term credit of a DM1bn to help economic reforms aimed at introducing a free market economy. "I asked Kohl for this credit," he said.

Mr Calfa said July's German economic union had cost his country some 500m transfer

roubles - the national currency used for trade inside the old Soviet bloc.

Many east German companies with Czechoslovak contracts face bankruptcy as they try to compete with western companies. From 1991 all trade with them will have to be paid for in hard currency.

Mr Calfa said that Kohl had pledged to support Prague's goal of associate status with the EC.

Before Mr Calfa met business leaders, the chairman of the German East-West Trade Committee, Mr Otto Wolff von Amerongen, said that Czechoslovakia looked likely to become the best place in eastern Europe for German firms to invest in.

The Romanian prime minister, Mr Petre Roman, met Mr Kohl on Wednesday but received little immediate help apart from a pledge to finance repairs to a power station.

## EC may take over risky loans

THE European Community will consider taking over east European countries' insecure credits to the Soviet Union, Mr Frans Andriessen, Commission vice-president, said yesterday, Nicholas Denton writes from Budapest.

Mr Andriessen said that a Hungarian government proposal that the EC purchase its now risky \$1.1bn loan to the Soviet Union was discussed at yesterday's meetings in Budapest as "one of the ideas to deal with this specific problem".

As a possibility for other east European countries, he added: "It deserves examination."

The Hungarian National Bank is relying on repayment of the sum next year, so that it can finance the country's expected \$1bn to \$1.5bn current account deficit. But the Soviet Union is holding out for gradual repayment over five years.

## Germany steps up Soviet airlift

By David Goodhart in Bonn

THE German "Help Russia" emergency food aid programme began in earnest yesterday with the airlifting of 700 tonnes of food to several towns in the Soviet Union.

Chancellor Helmut Kohl, who on Wednesday night led a television appeal on behalf of the campaign, confirmed yesterday that most of the food reserves stored in west Berlin would be given free to the Soviets. The reserves of 350,000 tonnes of food are valued at DM500m (\$339m).

Mr Kohl said that the people of Germany must now ratify what has been agreed between the German and Soviet leaders over the past few months. The TV appeal has so far raised only about DM7m, but the figure could rise into the hundreds of millions over the next few weeks.

There is considerable readiness among ordinary Germans to contribute to help the Soviets - one poll put it as high as 90 per cent - and the campaign is invoking the emo-

tional symbolism of the former German invaders now bringing peace and bread.

Mr Horst Feltschik, Mr Kohl's foreign affairs adviser, said yesterday that German proposals to involve the Bundeswehr had not yet been approved. Some analysts fear that if the food distribution is controlled by the Soviet army much of it will not reach its proper destination.

However, the continuing sensitivities of the Soviet Union to the presence of the German military on Soviet soil means that it remains uncertain whether the Bundeswehr will be involved in the distribution of food.

Mr Feltschik also said that the German Institute for Youth Research, has come to a similar conclusion. Its latest poll finds that only 33 per cent of 15 to 24 year old east Germans are certain to stay, 55 per cent say they will probably stay and 12 per cent say they will probably or certainly leave.

Already 500,000 of the 3m Soviets of German origin, and

who have a legal right to emigrate to Germany, have put in applications to enter the country.

● The east German rail strike ended yesterday after a compromise was agreed on the union's main demand for no redundancies. Employers and union have agreed to negotiate a plan for "socially acceptable" redundancies by the end of March next year.

● About half of all young east Germans are considering moving to west Germany, according to Mrs Elisabeth Noelle-Neumann the leading German pollster. At least 1,000 east Germans a week are estimated to be moving west although no official figures are kept.

The Leipzig Institute for Youth Research, has come to a similar conclusion. Its latest poll finds that only 33 per cent of 15 to 24 year old east Germans are certain to stay, 55 per cent say they will probably stay and 12 per cent say they will probably or certainly leave.

## Moscow to improve food distribution

By Layla Bouton in Moscow

THE Soviet government is putting the finishing touches to emergency plans for distributing foreign and domestic food supplies as its centralised distribution system collapses.

Mr Andrei Orlov, deputy chairman of the Soviet government's economic reform commission, said the army would probably be used to ensure that food reaches its destination.

Priority destinations are big cities such as Moscow and Leningrad, industrial centres such as Sverdlovsk, and key coal-mining areas, such as Vorkuta and Irkutsk. Reuter reports from Moscow.

The locations listed by Mr Orlov suggest that another priority for the Soviet government is to avoid industrial unrest. Rumours of famine in the Soviet Union are unfounded,

but unless effective measures are taken to supplant the traditional state distribution system, the danger is that foreign food aid to alleviate severe shortages will rot in railway sidings and ports or simply disappear. A distribution action plan would be unveiled within days.

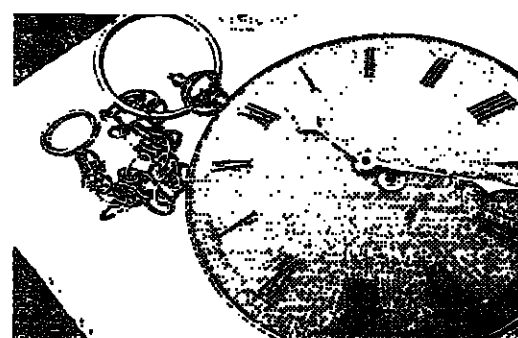
Citing the crisis in the country, Mr Gorbachev yesterday postponed a planned trip to Oslo to receive the Nobel Peace Prize.

President Mikhail Gorbachev is due today to visit the republic of Moldova, which declared national sovereignty in June. Reuter reports from Moscow.

The Moldavian Popular Front, which is demanding full independence for the south-eastern republic, was planning mass demonstrations during the visit, according to the independent Interfax agency.

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## Environmental laws to boost engineering

By Clive Cookson

ENGINEERING contractors are expecting many billions of dollars worth of new business during the 1990s as the petrochemicals industry adapts to new environmental constraints, the Financial Times conference on European Petrochemicals heard yesterday.

Mr Stephen Barrell, vice-president of M.W. Kellogg, a leading Texas-based contractor, said environmentally driven investments by petrochemicals companies could compensate for the expected decline in orders for additional production capacity.

The cost of new plants to produce reformulated gasoline (petrol), diesel and other oil derivatives required to meet environmental regulations would be around \$8m over the next decade in western Europe, Mr Barrell estimated.

Mr Edward Bennett, the European Commission's industry and the environment director, said the EC planned to move on from its present piecemeal environmental regulations to "better integration of pollution control and chemical control". "However, a more integrated approach demands better cooperation from yourselves," Mr Bennett told the audience of chemical company executives.

Ms Hiltra Tandy, editor of the newsletter Chemical Matters, urged them to do more to improve the industry's public image on the environment.

She acknowledged that some chief executives, such as Mr Ed Woolard of Du Pont, were now giving a strong lead on environmental issues. But Ms Tandy said: "The public image of the petrochemical industry can be summed up with one four-letter word, connected with efficient."

Mr Eric Leon, managing director of Arthur D. Little's European chemical industries consultancy, said environmental costs were one of the main factors leading to the "globalisation" of the petrochemical industry. One consequence of globalisation would be a new wave of merger and acquisition activities.

"We see, however, that increasing constraints to traditional merger and acquisition activities will lead to creative financing and new approaches being sought, based on some of the innovative developments

## FT

### CONFERENCE

#### PETROCHEMICALS IN EUROPE

having taken place in the 1980s and recently in the pharmaceutical industry," Mr Leon said. Ms Jackie Ashurst, chemicals analyst at James Capel, said financial institutions carry "an underlying prejudice" against chemicals companies, as shown by their low share prices. Most European companies in the sector stand at discounts of between 30 and 50 per cent on a prospective price/earnings basis to their own national markets.

She said investors' main points of concern include: the industry's cyclical nature, the costs of reinvestment, environmental costs and uncertainty about the Gulf crisis. "The important thing is for the industry to try to attract the long-term investors, whereas in some cases it seems to be spending its efforts attracting the short-term ones," Ms Ashurst said.

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## Banks say Sweden is heading for recession

By Robert Taylor in Stockholm

SWEDEN is heading for its worst recession for 50 years, according to the latest forecasts by two of the country's leading banks, Nordbanken and Sparbanken.

Nordbanken expects a fall of 10 to 15 per cent in industrial production in 1991, with a further sharp decline of 10 per cent in 1992.

The banks believe that the predicted deterioration will force a long-term change in economic strategy, now that devaluation has been ruled out as an option.

Nordbanken believes that Sweden will have to link the value of the krona to the exchange rate mechanism of the European Monetary System or to the D-Mark, to ensure monetary stability and cut employer tax contributions.

Sweden also looks set to suf-

fer a net drop in its gross national product of between 0.4 to 0.5 per cent next year, according to both banks, and with a further fall of 0.2 per cent in 1992, predicts Nordbanken.

The banks suggest that registered unemployment will rise to the highest levels seen in Sweden since the early 1930s, with a climb from 1.5 per cent this year to 3 per cent in 1991 and 4 per cent by the end of 1992.

However, there will be no major improvement in Sweden's high inflation. Nordbanken predicts a 10.2 per cent growth in consumer prices, compared with 10.4 per cent this year, while Sparbanken forecasts a 9 per cent consumer price rise next year.

Both believe the price rises will fall between 4.5 to 5 per cent in 1992.

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## Japanese clothing chain to set up stores in China

By Robert Thomson in Tokyo

TAKA-Q, a clothing chain best known for providing Japanese office workers with their standard blue suit, has announced an agreement with a Chinese government trading company to establish a chain of men's wear stores in China.

The Japanese company said that the final number of stores and opening dates remained to be decided, but it was hoped that the first joint venture store would open in Peking next year, with further stores to follow in other large Chinese cities.

Some outlets will offer men's and women's fashion, with an emphasis on office wear, though a Taka-Q spokesman said that the stores would definitely not stock Mao suits, which are still popular among some Chinese cadres.

The spokesman said the agreement was signed after

three years of negotiation with a technology trade corporation under China's trade ministry.

The talks were suspended after the crushing of the pro-democracy movement in June last year, but resumed recently, and agreement was quickly reached.

Stock is generally expected to be purchased from Chinese factories working to the Japanese company's specifications, and will include casual wear, as well as some imports from Taka-Q's operations in Japan.

The Japanese company has also agreed to provide training in retailing and clothes-making in an attempt to improve Chinese service and product levels.

A contract specifying the amount of investment and a proposed number of stores is expected to be signed early next year.

## EC finds NutraSweet guilty of dumping

By Tim Dickson in Brussels

NUTRASWEET, the world's leading producer of aspartame, was found guilty yesterday of dumping quantities of the low calorie sweetener on the European Community market.

Explaining its decision to impose provisional anti-dumping duties on NutraSweet, a subsidiary of the US multinational Monsanto, the European Commission rejected claims that patent protection in a company's home market justifies charging higher prices for domestic sales than for exports.

Brussels says that its investigation - prompted by the EC's only manufacturer of the product, the Holland Sweetener Company - established dumping margins for the US exporter exceeding 100 per cent. Ajinomoto, the only Japanese exporter, refused to provide essential information with the result that the findings against NutraSweet have been applied to it.

The case has been widely watched because of the principles at stake, notably whether the domestic price in the US should have been used as a basis for "normal value" given NutraSweet's patent protection there. The patent has lapsed on the Community market.

According to the Commission "injurious price discrimination is a practice which is condemned, by the EC and international law irrespective of the reasons and motives underlying such discrimination. In this context a patent holder cannot claim to be obliged to practise higher prices domestically than for export sales. Such a practice results entirely from his free commercial decision."

The Holland Sweetener Company, meanwhile, suffered "material injury" since its losses due to price undercutting were such that they have been threatening the viability of the industry.

The duty levels, which Brussels admits will be Ecu29.95 (£21.13) per kilo for Ajinomoto and Ecu27.55 per kilo for NutraSweet.

## Japanese company signs Vladivostok fishing deal

By Stefan Wagstyl in Tokyo

A JAPANESE trading company has signed a joint venture agreement with three Soviet enterprises in Vladivostok, in the first such deal between Vladivostok and a non-Communist country.

The agreement indicates that Soviet authorities want to develop links even though Vladivostok is still officially closed to foreigners because of its naval bases. Vladivostok should be opened to foreigners in 1991 or 1992, but many have already visited on business.

The deal shows that Japanese companies are becoming more interested in investments in the Soviet Far East. The amounts remain modest and

the number - about 10 - small compared with west European investments there.

The Japanese partner in the latest venture is Tokyo Maruichi Shoji, a medium-sized company with 30 years' experience in Soviet trade. The venture, called Ocean, will be capitalised at \$1m, with Maruichi putting up 35 per cent and three Soviet companies the rest. One of the Soviet companies is a deep-sea fishing fleet based in Vladivostok.

Ocean will modernise a fish processing factory in Vladivostok. The plant will produce fish products for the Soviet market and for export to Japan. It expects sales of \$3m a year.

## Italian shoe industry on verge of 'serious crisis'

THE ITALIAN shoe sector is "on the verge of one of the most serious crises it has ever known", according to Mr Natalino Pancardi, president of ANCI, the Italian National Association of Shoe Producers. Sari Gilbert reports from Rome.

Mr Pancardi made his remarks on Wednesday to shoe producers in Barietta, in Apulia, an important shoe-producing region where some 200 of Italy's 8,827 footwear producers are located.

He noted that from 1986-89, shoe production in Italy had plummeted by 25 per cent. He urged manufacturers not to be

mislead by positive results registered in the first five months of 1990.

That period saw a 7.3 per cent increase in production and a 10 per cent rise in the number of shoes exported over the same period in 1989.

But because of what he termed a "structural crisis", the outlook for the second part of 1990, was extremely worrying.

Italy exports close to 80 per cent of its shoes, primarily to industrialised countries. It remains extremely vulnerable to variations in foreign markets as well as to exchange rate fluctuations.

## Chile returns to US trade fold

CHILE will shortly be readmitted to the US trade benefits programme for developing countries known as the Generalised System of Preferences (GSP), according to Mr Enrique Silva Cimma, the Chilean foreign minister. Leslie Crawford writes from Santiago.

Chile was expelled from the GSP in 1987 for workers' rights violations under Gen Augusto Pinochet's dictatorship. It has cost the country \$200m in lost export orders.

Chile's new democratic government, which took office in March, had been lobbying Washington for the restoration of GSP benefits, which include preferential tariff rates for Chilean manufactured and semi-manufactured goods.

Mr Silva Cimma said he had

received the good news from Mrs Carla Hills, the US special trade representative, on Wednesday.

He said 354 Chilean products, ranging from dried and canned fruit to ceramics, toys and copper concentrates, could now enter the US with lower import duties.

The US is Chile's most important trading partner. Exports have almost doubled in the past five years and totalled \$1.46bn in 1989 - 18 per cent of Chile's total export earnings. Imports from the US have also doubled in the same period, standing at \$1.35bn, 20 per cent of the total, last year.

The announcement comes just one week before President George Bush is due to visit Chile.

## Soviet gas pipeline for Greece

By Kerin Hope in Athens

GREECE's state-owned Public Gas Corporation yesterday signed a Dr27bn (£290m) agreement with a Soviet-led consortium for the construction of a 700-kilometre pipeline to supply major cities with Soviet natural gas.

The Soviet company, Machinimport, will be responsible for welding the pipeline, to run from the Greek-Bulgarian border to Athens with branches to Salonica and other industrial centres.

A Greek company, Biokat, will undertake excavation and construction work. International Construction Engineers, a Soviet-British joint venture in which IMEG, the British pipeline specialists, are involved, will provide protective coatings.

The deadline for completion of the pipeline is spring 1993, when the Soviet Union is due to start supplying Greece with 1bn cu m of natural gas annually under a 1988 agreement.

Public Gas has already signed a Dr12.5bn contract with a consortium led by Wywidag of West Germany and Whesoe of Britain to build storage facilities for liquid natural gas on an islet off Athens' port of Piraeus.

LNG from Algeria will supplement the Soviet gas.

## French law reforms cause foreign concern

Merger of legal branches might raise trade in services issues, reports Michael Rowe

FRENCH government plans to unify the country's legal profession in time for Europe's impending single market could make working in France more difficult for major foreign law firms and jeopardise the development of Paris as a top-ranking centre for business-orientated legal practice.

The proposed legislation, which should be adopted by Christmas, is drawing behind-the-scenes protests from the US Commerce Department and Trade Representative, and might eventually trigger references to Gatt and the EC.

The bill would lead to the merger of the two main branches of French legal practitioners, currently known as *avocats* (trial lawyers) and *conseils juridiques* (legal advisers). The resulting new breed of "super lawyers" all called *avocats* will be empowered to appear in court as well as to handle general advice work.

This move is intended partly to encourage existing firms to join together in larger, more competitive partnerships. The scheme does not stop there, however.

For the first time *avocats* are to be granted a monopoly over the provision of most legal services. As a result foreign lawyers hoping to practice in France will be required to qualify for the local bar, a condition that will apply even if the practitioner concerned does not intend to advise on French law or to appear in court.

In most instances the qualification procedure will involve detailed written and oral examinations set in French, though less strict rules should apply to EC nationals and to those from jurisdictions granting reciprocal access to French advocates.

At the same time provincial *avocats* fear domination by the generally better organised *conseils juridiques*, and have been looking for a sweetener to help them swallow the merger scheme.

Moreover the minority socialist government of prime minister Michel Rocard is not in a strong position to resist special pleading from powerful interest groups.

"A lot of French senators are *avocats* themselves, and some of these were no doubt happy to see restrictive measures inserted in the bill," suggests Mr Riggs.

Some European lawyers are almost as worried by the draft legislation as their US counterparts, though others are less concerned. "In many ways the merger will be useful to our practice," says Mr Yves de Mahenge, managing partner at the Paris office of Freshfields, a leading British firm of commercial solicitors.

"The promoters of these provisions claim to be liberalising French legal practice but their rhetoric masks a basic protec-

tionist impulse," reckons John H Riggs, a partner at the Paris office of White & Case - a multinational law firm with American roots.

Business-oriented French law practices have not built up international networks on anything like the scale of their US or British counterparts, and many now view with disquiet the rapid dismantling of European barriers.

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"In the future we shall all be able to carry out every type of work for our clients from the initial advice on a deal to litigation," he adds.

Except for transitional provisions for firms already established in France, English solicitors and lawyers from other EC states will have to sit some kind of aptitude test in French law before they can practice in France," comments Hamish

Adamson, International Director with the Law Society - the solicitors' governing body - in London. "We do not yet know what exactly this test will involve but it may be difficult to reconcile such a measure with the relevant EC directive on recognition of diplomas," he adds.

"We must not adopt a protectionist stance on this issue," remarks Mr Claude Colin, chief executive of KPMG Fidal, France's largest firm of business law and tax advisers. "If Paris is to maintain and develop its standing as an international business centre,

we have to remain open to entrants from all the professions," he continues. "However what we would particularly stress to our colleagues in other countries is the overriding importance of reciprocity, and we would like them to get this message across to their own governments," he concludes.

American lawyers in Paris are saying that the French approach to reciprocity is like comparing apples with oranges. The main states in the US allow foreign lawyers to practice their own law there and to handle local law issues through local attorneys. The new French legislation allows all lawyers admitted to practice to carry out all types of work, but in return expects them all to satisfy broadly the same French standards.

Against this background several governments including Britain and the US, have made representations to Paris. The US in particular considers that the bill involves trade in services issues, and might be prepared to raise the question in Gatt negotiations. These considerations do not seem to have brought about any major changes in the French bill, though they might influence the way it is applied.

Michael Rowe is a Paris-based journalist specialising in business and finance.



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## AMERICAN NEWS

## OECD REPORT ON THE US ECONOMY

## Short-term optimism is marred by medium-term misgivings

Sluggish growth is unlikely to result in a serious recession, writes Michael Prowse, but there is deep concern about structural deficiencies.

THE Organisation of Economic Co-operation and Development's latest report on the US economy is a mixture of short-term optimism and medium-term misgivings.

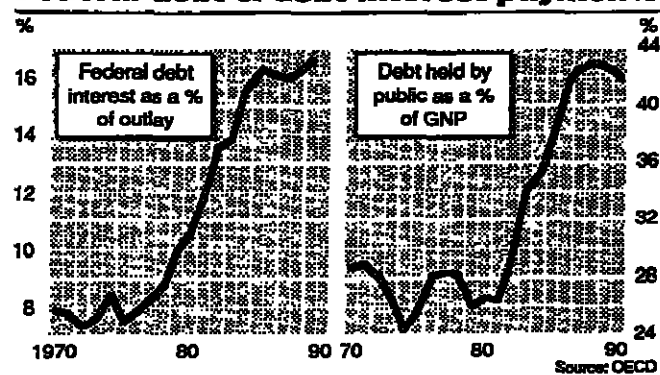
The Paris-based group forecasts a period of very sluggish growth but expects the US economy to avoid serious recession. However, it points to a series of deep-seated structural problems that deserve urgent attention.

The single most important priority, it says, is to reduce the fiscal deficit and thus raise national savings and future living standards. But it also recommends a wide range of tax reforms and other measures to improve the efficiency of the public sector.

The OECD expects growth to slow almost to a standstill in the second half of 1990 before picking up to an annual rate of about 1 per cent in the first half of next year. Domestic demand will remain very soft but output will be sustained by the buoyancy of exports, which are forecast to grow at a real rate of about 8 per cent over the next six months.

The unemployment rate could rise to about 6.5 per cent by the end of next year, compared with 5.5 per cent this

## Federal debt &amp; debt interest payments



year. Assuming an oil price of \$27 a barrel, consumer price inflation is expected to rise to 6.7 per cent next year, compared with 5.4 per cent this year. But the deterioration will be temporary, with inflation falling back to 5 per cent by the end of 1992.

There will be little immediate progress in reducing the large trade and current account deficits. The OECD expects a trade deficit of \$113bn next year compared with \$106bn this year. But it says there could be an improvement in the non-oil external account over the next few years, helped by weak

domestic demand and dollar depreciation.

The current account deficit is expected to decline gradually as a percentage of GNP - to 1 per cent in 1994 compared with 1.7 per cent this year.

The OECD remains relatively sanguine about short-term economic prospects for two reasons. The first is that US companies have been careful not to allow a build-up of unsold goods: the ratio of inventories to sales is low compared with the historical average. Sharp declines of output in recessions usually reflect big cutbacks in inventories.

The second ground for opti-

mism is the relative steadiness of the "core" inflation rate, which reflects flexibility in the setting of prices and wages - and the success of monetary policy in heading off a build-up of excess demand.

The OECD refuses to become too alarmed about the alleged fragility of the banking system. It finds little evidence of a "broad-based squeeze on credit" and notes that with the expansion of the commercial paper market, banks anyway now supply less than a quarter of net borrowing.

Bank balance sheets, having recovered substantially from the problems associated with third world debt and from the oil and agricultural price collapses, do not appear to be "so weak as to suggest an impending credit crunch".

It says the risks from corporate leverage are exaggerated. US companies' reliance on debt finance has been "modest compared with other industrial countries" while the debt-to-equity ratio measured at market values has been on a downward trend during the 1980s. This reflects the strong rise in the stock market in the past decade.

But although the OECD is fairly optimistic about the short-term outlook, it remains

deeply concerned about the US's longer-term structural problems. It says there is an urgent need to increase domestic savings by reducing the federal budget deficit and advocates a range of tax reforms and other measures to improve the public sector's efficiency.

Including the costs of the savings and loan bail-out, it forecasts a federal budget deficit of \$241bn next year, falling to \$145bn by 1994. The forecast was made before the budget accord between the White House and Congress, but assumes similar cuts in the deficit, at least in the initial years.

It points out that the build-up of debt, as a result of past deficits, is the main reason for the continuing red ink. The primary deficit - the balance net of debt interest - is already in slight surplus and non-interest spending, at 19 per cent of GNP, is below the high of 20.5 per cent of GNP reached in 1983.

The US tax base still contains substantial distortions, the report says, despite the achievements of the 1986 tax reform. There is a particularly strong case for a reform of corporate tax. The present regime imposes a double tax on corporate dividends, thus

## OECD SHORT-TERM FORECAST FOR US

Percentage changes from previous period, seasonally adjusted at annual rates, volume (1982 prices)

	1989	1990*	1991*	1992*	1993*	1994*
Private consumption	1.9	0.7	-0.0	0.3	-0.2	-0.3
Government consumption	2.3	2.4	1.6	3.8	1.6	1.9
Private fixed investment	1.6	-0.8	0.4	0.4	-3.8	-0.8
Residential	-4.0	-4.2	-4.2	2.0	-12.0	-3.0
Non-Residential	3.9	0.8	0.9	-0.1	-0.5	1.0
Final Domestic Demand	1.9	0.8	0.2	1.0	-0.4	0.2
Change in stockbuilding	0.0	-0.3	0.1	-0.5	-0.1	0.1
Total domestic demand	1.9	0.5	0.3	0.5	-0.5	0.3
Exports of goods and services	11.0	7.4	7.4	7.8	7.9	8.5
Imports of goods and services	6.0	3.8	2.9	2.5	3.8	2.5
Change in Foreign Balance	0.5	0.5	0.8	0.7	0.8	0.8
GNP	2.5	1.0	1.1	1.2	0.1	1.2
Consumer prices	4.5	5.4	6.7	5.8	6.8	7.3
Industrial production	3.3	0.9	1.0	0.8	0.5	0.7
Unemployment rate	5.3	5.5	6.4	6.3	5.8	6.5

\*Projections as of 1 October 1990 144 a percentage of GNP in the previous period

encouraging the use of debt rather than equity finance.

The OECD also recommends measures to reduce the tax bias in favour of consumption, although it admits that some measures, such as the removal of interest deductibility for home mortgages, would be difficult to implement.

Its most radical recommendations is that the US ought to consider introducing a general consumption tax along the

lines of the value added taxes levied in Europe. Failing this, the US should at least consider a broad-based energy tax, which would be consistent with its environmental goals.

A lengthy section of the report focuses on the US public sector, which the OECD believes is badly in need of reform. It says public-sector efficiency could be improved by achieving a better balance between federal, state and local

operations. It favours greater decentralisation, arguing that the trend towards centralisation in the late 1960s and 1970s has still not been fully corrected.

It says the primary and secondary education system is "inefficient and costly" and disappointing in terms of scholastic achievement. This is partly because the system is "too bureaucratic". Poor performance in international league tables reflects the fact that US students spend fewer days in school, do less mathematics and spend less time on homework.

The OECD is also highly critical of US health care. It says the US spends 38 per cent more per capita on health care than the next most costly system, which is Canada's, but has relatively high infant mortality and a life expectancy that is no better than average. Initiatives to improve the situation are "badly needed", it says.

In general the report says that if limited resources are to be focused efficiently in the public sector, greater attention needs to be paid to "organisation and motivation, and the identification of objectives, so as to ensure that benefit-to-cost ratios are improved". Editorial comment, Page 22

## Spending power eroded

October personal income and consumption data show that inflation pressures are eroding consumers' purchasing power and spending, setting the US economy up for negative fourth-quarter growth, analysts said. Reuter reports from New York.

Nominal personal income rose just 0.1 per cent last month, and personal consumption spending was unchanged. But after adjusting for inflation, real disposable income, which comes after taxes, fell

0.5 per cent - the third straight monthly drop. And real consumption spending, which reflects about two-thirds of gross national product, slid 0.7 per cent.

Inflation pressures have accelerated in the wake of Iraq's invasion of Kuwait, which sent oil prices surging. Consumer prices last month rose 0.6 per cent after a jump of 0.8 per cent in August. The rise in inflation, in turn, has hit the economy and eaten into personal income.

## Right-wingers take aim at White House domestic policy

By Peter Riddell, US Editor, in Washington

A BITTER argument has developed between Mr Richard Darman, the US budget director, and conservative advisers in the White House over the direction of the administration's domestic policy.

The White House said yesterday that President George Bush backed Mr Darman after Congressman Newt Gingrich, House Republican whip, said he should resign unless he recanted on a recent speech seen as attacking the conservatives and their ideas.

The immediate focus is over what should be in the budget and State of the Union message in two months. Conservatives such as Mr Jack Kemp, the housing and urban development secretary, and White House officials led by Mr James Pinkerton, the deputy head of policy planning, have urged that Mr Bush should adopt a radical agenda so he can recapture the initiative after the battles over the bud-

get of the summer and autumn.

These advisers have pressed an initiative based on the concept of "empowerment", including such policies as providing vouchers for education and tax credits for child care, turning public housing over to private ownership and allowing greater tenant control over management.

In his speech Mr Darman warned against "a premature rush" to new ideas implemented without testing and evaluation. In particular he described the "new paradigm" - a series of new policy initiatives being developed by Mr Pinkerton - as pretentious. Mr Darman called the conservative agenda "neo-neoism" and, in a swipe at Mr Gingrich, the "new Newtism".

Conservatives have also been angry with Mr Darman for his role in persuading Mr Bush to accept tax increases in the budget package.

## California debate on \$1bn emergency spending cuts

By Louise Kehoe in San Francisco

CALIFORNIA'S Governor George Deukmejian has called the state's legislature into special session to debate \$1bn in emergency cuts in the state's \$55bn (\$28bn) budget.

Immediate action is essential to avert a budget deficit in the current fiscal year, the governor claims. State tax collections have unexpectedly fallen \$408m below projections over the past four months and the California Commission on State Finance has projected a

\$4.3bn budget shortfall in the fiscal year beginning July 1.

The revenues shortfall was blamed on a continuing slowdown in the economy and rising petrol costs as a result of the Gulf crisis.

Mr Deukmejian said the state could lose its triple-A bond rating if the legislature did not bring in cuts quickly.

Last week, he imposed a 1 per cent across-the-board cut in state spending and froze hiring and equipment purchases.

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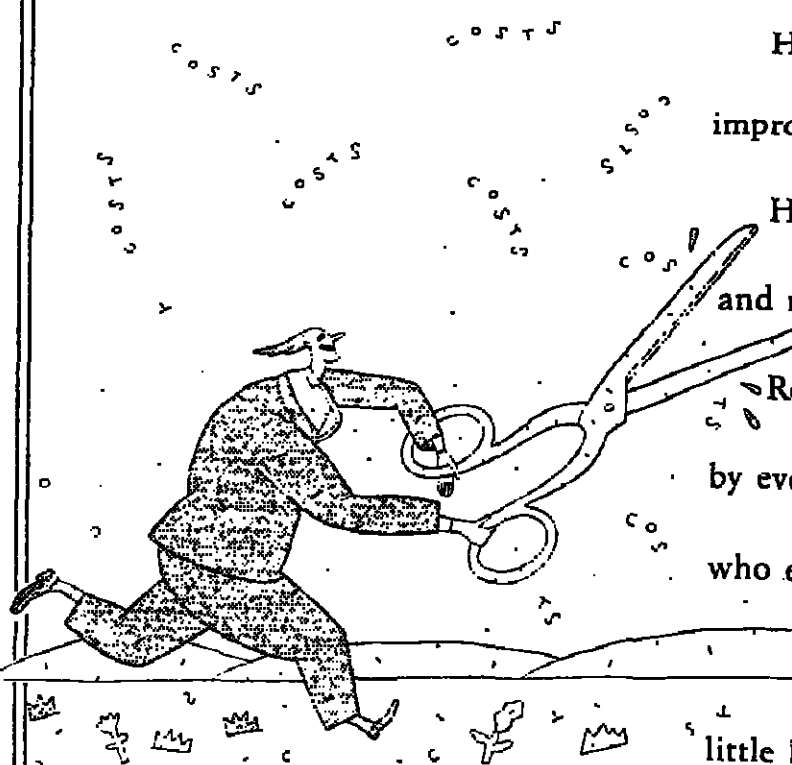
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## DOORNFONTEIN GOLD MINING COMPANY LIMITED

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Registration No. 05/24709/06

## RATIONALISATION OF OPERATIONS

Working losses were incurred in the June and September 1990 quarters and the financial position of the company has continued to deteriorate.

In an endeavour to reduce costs, restore profitability and avoid closure of the mine, the scale of operations and consequently manning levels are to be rationalised.

The impact of the proposed rationalisation programme will be reduced by efforts to secure offers of employment for employees at other operations within the Gold Fields Group.

Johannesburg  
29 November 1990

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Signs that Brasília will be more flexible in negotiations

## Brazil wins \$250m in IADB loans

By Stephen Fidler, Euromarkets Correspondent

BRAZIL has won \$250m (£127.5m) in loans from the Inter-American Development Bank and was expected yesterday to be granted a further \$450m in project loans from the World Bank.

Approval of the loans by the board of the institutions was delayed by US concerns that Brazil's growing arrears on debt to foreign banks and governments were getting out of control.

The release of the loans comes ahead of the visit by President George Bush to Bra-

zil on Monday, amid signs that the Brazilians are willing to be more flexible in negotiations with commercial banks.

Brazilian officials have resumed negotiations this week with main creditor banks, led by Citicorp. The banks have insisted that some of the more than \$8bn in interest arrears due to them should be paid before a comprehensive debt restructuring deal can be negotiated on.

Brazilian officials, which have hitherto refused to pay interest before an agreement

with the banks is reached, gave indications this week that they would soften that position.

The 20-year IADB loan for \$250m was to encourage private sector development across a number of industries. The World Bank's board was meeting yesterday and expected to agree to \$450m in project loans.

The US appears to be satisfied that it has made its point on the arrears and to see a gesture as appropriate before the Bush visit. But the delays worried some shareholder gov-

ernments, which did not believe the dispute over Brazil's payments to banks should be extended to project loans by the IADB and World Bank.

Mr Bush will visit Brazil as part of a Latin American tour to promote his Enterprise for the Americas trade initiative, unveiled this summer. The tour follows talks this week between Mr Bush and President Carlos Salinas de Gortari of Mexico, aimed at providing an impetus for talks on a comprehensive free trade agreement between the two countries.



Friends and neighbours help clean up at a farm in Duvall, Washington state, after record floods in western Washington over the weekend. Authorities estimated that up to 450 head of cattle died.

## Caracas moves to reform old labour laws

By Joseph Mann in Caracas

THE Venezuelan Congress this week approved a controversial reform of the nation's labour law to replace a patchwork of legislation that dates back to the mid-1930s.

The newly approved Organic Labour Law Bill will raise costs significantly for businesses in Venezuela and was fiercely opposed by Fedecamaras, the nation's largest association of industrial and commercial groups.

The bill must be signed into law by President Carlos Andrés Pérez. Although Mr Pérez has criticised some elements in the measure that will harm his economic reform programme, he is expected to reject calls to veto the bill. However, he noted that the law could be changed later.

The precise effects of the reform, introduced under the last government by a former president, Mr Rafael Caldera, have not yet been quantified, but business sources have estimated general labour cost increases at between 20 to 40 per cent.

The reform provides a range of new benefits for most Venezuelan workers, including a shorter work week, longer maternity leaves, and government oversight of trade unions. One of the most hotly debated issues concerned treatment of accumulated severance benefits for workers.

Businessmen warned that the new law could lead to general lay-offs and fewer job opportunities for women of child-bearing age. It will also promote a trend in Venezuela towards employment in the growing "informal" economy. But organised labour has already said that, if widespread redundancies occur, they will demand a government freeze on firings.

## Officers call for Pinochet to step down

A GROUP of army officers is calling on Chile's former military strongman General Augusto Pinochet to step down as commander-in-chief because of a corruption scandal, a Chilean legislator revealed late on Wednesday, Reuters reports from Santiago.

Gen Pinochet is not directly implicated in the complex scandal, which forced him to retire four generals and cashier 16 other officers.

The scandal centres on allegations of racketeering and an illegal loan syndicate run by army intelligence officers who

belonged to Gen Pinochet's now disbanded secret police.

A congressional committee is also investigating a payment of \$5m (£2.5m) to the general's son, Augusto Pinochet Junior, for the army's acquisition of a bankrupt arms making company.

The officers seeking Gen Pinochet's resignation, in an anonymous letter to the general signed only "Members of the army", said the service's reputation was being damaged by a corrupt high command.

They also threatened to reveal information which they

said could send Gen Pinochet to jail if he did not resign.

The letter was published in full on Wednesday in an official parliamentary request from Deputy Carlos Dupre for an investigation by Mr Patricio Rojas, defence minister.

Referring to allegations of corruption within the army still under Gen Pinochet's command, the letter said: "We feel a moral obligation to say 'That's enough'."

"We feel betrayed by the man (Pinochet) we followed with eyes shut, who we thought only sought the good

of the country and the [army].

But we realise... the only thing that worries him is to keep his image and stay proprietor of the army."

Politicians said they were convinced the letter was genuine, although they said that they were not sure of the extent of the backing it had in the army.

It represents the harshest attack on Gen Pinochet from within the ranks since he handed over power to an elected centre-left government headed by President Patricio Aylwin in March.

## Venezuelan inflation rate drops

By Joseph Mann

VENEZUELA'S inflation rate, which exceeded 80 per cent in 1989, a record, has declined sharply this year as the economy pulls out of a severe downturn.

According to the central bank, inflation stood at 23.2 per cent for the first 10 months of this year, compared with more than 75 per cent for last year's corresponding period. Officials expect inflation to reach between 32 and 34 per cent for the full year. They also see a modest recovery in

gross domestic product following a 3.3 per cent contraction in 1989.

At the same time, the central bank reported that the country's international monetary reserves reached \$3.35bn (£4.77bn) at the end of October, up more than 26 per cent from year-end 1989. Central bank officials expect reserves to climb to about \$10bn by the end of this year.

Higher international petroleum prices have contributed to Venezuela's reserve accumulation.

Government officials also estimate that private capital repatriation during the 1989-90 period has topped \$2bn.

The administration of President Carlos Andrés Pérez began a five-year term in February 1989 and almost immediately ordered the implementation of a tough economic reform programme.

The Inter-American Development Bank recently announced approval for a \$300m 20-year loan to the Venezuelan government to finance the restructuring of government-owned companies.

The loan, which has a five-year grace period, is aimed at helping state-owned companies improve efficiency and profits.

Last month the Washington-based development bank granted another \$300m 20-year loan, with five years' grace, to the central bank under a programme to reform the country's financial sector.

Venezuela is also receiving more than \$600m in loans from the World Bank as part of a co-finance scheme for both of these sectoral reform programmes.

## Group of Three energy fund

By Joseph Mann

THE oil-producing countries of Colombia, Mexico and Venezuela will establish a \$500m (£255m) fund to finance energy integration projects, both for themselves and for others in the region, according to Mr Fernando Figueredo, Venezuela's minister of foreign relations.

The three nations, which make up a regional body called the Group of Three, will fund the new initiative themselves. They plan to provide the \$500m from the increased oil export

revenues they are receiving as a result of the Gulf crisis.

The Group of Three, conceived to forward economic and regional integration, has discussed the possibility of linking up energy systems (oil, natural gas and electric power) to create mutual economic benefits and provide insurance against future energy shocks.

The three governments also plan to obtain money from the Inter-American Development Bank to supplement future projects.

## Campbell Soup ponders pitfalls of free trade pact

By Bernard Simon in Toronto

CAMPBELL Soup's Canadian subsidiary has provided a graphic account of how the US-Canada free trade agreement is forcing Canadian companies to become more competitive or face a severe loss of business to their US rivals.

Campbell's chairman Mr David Clark told the annual meeting in Toronto that the FTA, which came into force in January 1989, has already forced big changes in operations, including the closure of several plants in Canada, the acquisition of companies in related fields and the adjustment of various product lines.

Like many other companies in both Canada and the US, Campbell is also increasingly treating the two countries as a single market. Although the Canadian company is still a separate entity listed on the Toronto stock exchange, it now functions as an operating division of its New Jersey parent.

Mr Clark said internal studies found that Campbell's best Canadian plants were 30-40 per cent less productive than its most efficient US factories. As a result, production of several items, such as fried chicken dinners, has been

transferred to plants south of the border.

Campbell now has only four plants in Canada, compared to 11 five years ago. Those sold or closed have included mushroom farms, an Ontario chicken operation and a pasta factory in Quebec.

On the other hand, the company has expanded its soup and frozen delicatessen interests in Canada. Three factories in Canada have been designated to serve the entire North American market.

The Canadian food processing industry has long been regarded as among the most vulnerable to the changes brought about by the FTA. A controversial supply-management system for poultry, eggs and dairy products has kept the industry's raw material costs well above US levels. With tariff barriers now being dismantled, US goods are becoming more competitive in the Canadian market.

Mr Clark said: "Being the best food company in Canada was insufficient. Now, we must compete in a larger North American market and the competition is entering Canada with products we have never seen before."

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## VENTERSPOST GOLD MINING COMPANY LIMITED

(Incorporated in the Republic of South Africa)  
Registration No. 05/05632/06

### RATIONALISATION OF OPERATIONS

Working losses incurred in respect of the year ended June 1990 extended to the September 1990 quarter. The financial position of the company has continued to deteriorate.

In an endeavour to reduce costs, restore profitability and avoid closure of the mine, the scale of operations and consequently manning levels are to be rationalised.

The impact of the proposed rationalisation programme will be reduced by efforts to secure offers of employment for employees at other operations within the Gold Fields Group.

The rationalisation programme, which is subject to ongoing review, at this stage provides for continuation of the development of the extension area.

Johannesburg  
29 November 1990

A Member of the Gold Fields Group



## UK NEWS

London  
rejects EC  
shipping  
proposal

A PLAN for ships to sail under a European flag would "compound the mischief" of flags of convenience, a House of Lords committee said yesterday.

The plan comes from the European Commission which wants a Community ship register whose ships would fly the European flag.

But the idea was rejected by the House of Lords Select Committee on the European Communities in its report entitled Community Shipping Measures.

Shipowners can register their vessels under foreign flags of convenience and operate them under less strict regulations.

Opposing the EC plan, the committee said flags of convenience had proliferated.

The report went on: "The Community should not compound the mischief."

"The committee sees the proposed Community Ship Register (EUROS) as a new kind of flag of convenience, based on its financial attraction rather than on legal responsibility for enforcing standards."

The committee also called for an urgent review as to whether common language requirements for ships' crew were adequate for safety.

Such a review was essential as many ships were crewed by sailors of different nationalities and the committee was concerned to learn that "it might not be unusual" for there to be no common language.

The Lords committee members' views echo those of the seamen's leaders who expressed concern at the EUROS plan at the TUC conference in Autumn.

## MONEY SUPPLY

## Fresh rumours on interest rate cut

By Peter Marsh, Economics Staff

THE supply of money in the economy has entered a steep rate of decline since the summer, underscoring the severity of the recession, according to City of London estimates based on Bank of England statistics released yesterday.

The money supply statistics led to renewed speculation in financial markets about an imminent cut in the 14 per cent base rate.

According to the estimates, M0, the narrow measure of money in the economy almost

totally comprising notes and coins fell in the three months to the end of November by 2.3 per cent on an annualised, seasonally adjusted basis. That would be the steepest decline in this number since mid-1982.

On a year-to-year basis, M0, the only monetary indicator targeted by the government, increased by 3 per cent to the end of November, according to the estimates.

This would mark the fourth annual running in which the annual rate of M0 growth has

been within the government's range of 1-5 per cent. The number grew in October by 4 per cent and in September, by 4.6 per cent.

Despite the new evidence that demand pressures in the economy are easing, it is thought that Mr Norman Lamont, the new chancellor of the exchequer, will resist making an early move to ease borrowing conditions - largely because of the weak position of sterling within the European exchange rate mechanism.

Reflecting the speculation about an early interest-rate cut, gilt-edged securities rose by half a percentage point after the estimates became available in mid-afternoon, while sterling dipped. The pound closed last night in London at DM2.9225, down about half a pence on the day. Against the dollar, it lost about 2 cents to close at \$1.9535. Yesterday's estimates are based on figures from the Bank on the rise in the volume of banknotes in the economy during November.

Security and car auction company ADT raises £89.6m out of airport share sale

## End signalled to golden share campaign

By Richard Gourlay

ADT, the Bermuda-registered security and car auction company, yesterday sold a 4.6 per cent stake in BAA, the airports owners and managers, in a move that signals an end to its efforts to persuade the government to relax its grip on a golden share in the privatised company.

The sale of the 23m shares raised £89.6m for ADT and will be "applied in further enhancing its net liquid resources," the company said in a statement. The company would make no further comment.

ADT still holds 17m shares in BAA, the former British Airports Authority which runs Gatwick, Heathrow and five other airports. However, holders of a bond launched last April to refinance ADT's BAA stake have the right to exchange their bonds for these shares if BAA's price rises to £10.

BAA, which was privatised in 1987, is protected from takeover by the government's "golden share" and a 15 per

cent restriction on any single shareholding.

At the last Annual General Meeting, however, Mr Michael Ashcroft, the ADT chairman, tried to summon support for changes in BAA's articles to allow larger single stakes and secure a set on the board.

Any change in the articles would have required not only approval of BAA shareholders but also modifications to the golden share which could only have occurred with the support of the then Transport Secretary, Mr Cecil Parkinson.

BAA's share price fell yesterday by 12p to 32p and ADT lost 2.5p to 108.5p. Analysts yesterday interpreted Mr Ashcroft's move as recognition that ADT would not be able to shake the government's view of its golden share.

Analysts said Mr Ashcroft had probably decided, holding his 9 per cent stake in BAA represented too long term an investment and had taken advantage of the recent up-

turn in the market.

The ADT stake was taken by Smith New Court and BZW in a bought deal and placed throughout the market over a period of 25 minutes, ADT said. No prices were revealed but the placing was understood to have been at 38p, the company said.

Analysts expect ADT will have made a small profit on the sale, helped by exchange gains and the fact that ADT's annual accounts are reported in dollars. Lex, Page 20

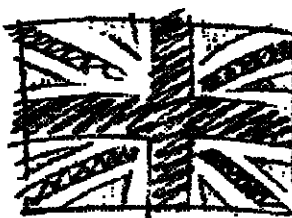
● BAA employees at Heathrow Airport are due to meet today to discuss possible industrial action over non-payment by the company of a profit-related pay bonus, write Diane Summers and Paul Abrahams.

The six unions representing 4,000 security, technical and administrative staff are angered that they will not get the bonus, in spite of a 10 per cent rise in pre-tax profits to £205m for the group for the six months to 30 September. Heathrow Airport Ltd is a

wholly owned subsidiary of BAA, formerly the British Airports Authority. The company said yesterday that Heathrow had failed to meet profit targets agreed with unions last year.

Overall group performance was not taken into account when it came to calculating bonuses, the company said. Figures for the performance of individual companies within BAA are not published separately. However, unions claim that Heathrow provides 55 per cent of group profits.

Commercial activities at Heathrow were adversely affected by the slow-down in the world economy, according to BAA. The economic slow-down has resulted in a fall in passenger growth rates from 10 per cent earlier this year to between 2 and 3 per cent in recent months. The strong pound has also affected duty and tax-free sales. In addition, the airport has had to bear increased security costs following the Lockerbie bombing.

BRITAIN IN  
BRIEF

## Agip gets approval for oil field

Agip, the Italian oil company which is part of the ENI group, received government approval for development of the Toni oil field in the North Sea.

The field contains 40m barrels of oil, which is small by North Sea standards. It will be developed with subsea equipment that will be tied back to a platform Agip is building for its Tiffany field. Production is expected to start in the autumn of 1993.

## Man shot in Ireland

A Catholic businessman was shot dead in north Belfast just hours before the Government mounted a new anti-terror drive.

The 39-year-old father-of-four was hit twice in the back as he opened up a glazing showroom he managed in the city. He died instantly.

The victim was the 72nd person to be murdered in Northern Ireland this year. Half of them have died in the past two months.

## State aid denied to shipyard

Appeals for state aid for the threatened Cammell Laird shipyard to help it build catamarans in competition with a subsidised French rival were rejected by Lord Hesket, an industry minister.

Cross-party concern was shown over French government subsidies to CCM shipbuilders of Cherbourg.

## Investment in property low

The state of the property investment market in the UK is at a record low for the second quarter running, according to statistics by Fitch IBCA, a property surveyor.

The average property yield, a measure of the reluctance of investors to put money in property, rose by 0.3 per cent to 9.0 per cent in the quarter to November. The yield - the ratio of annual income to capital value - has risen by 1.4 per cent over the past year.

## Hope high for Belfast meeting

A meeting of the Anglo Irish conference takes place in Belfast today amid hopes that some way forward has finally been found to allow talks between the constitutional parties in Northern Ireland. Moves by Mr Peter Brooke, the Northern Ireland Secretary, to hold such talks

have run into problems over the insistence of both the Irish government and the mainly Roman Catholic Labour Party that Dublin should be involved in round table discussions.

## Sir Frank Figgures

Sir Frank Figgures, who has died aged 80, was a former secretary general of the European Free Trade Association (EFTA) before returning to the Treasury to become second permanent secretary in 1968.

He will be remembered primarily for being the first and last chairman of the Pay Board from 1973-1974, where he administered the conservative government's pay code. This was designed to enforce wage restraint and set pay structures to rights after the wages standstill.

His most satisfying posts,



Sir Frank Figgures: civil servant

however, were at the Organisation of European Economic Co-operation in Paris, where he worked between 1948-1951 at the secretariat formed to administer the Marshall Plan after the second world war.

## British Coal cuts 700 jobs

British Coal announced plans to close its loss-making Creswell colliery in North Derbyshire with the loss of at least 700 jobs.

Creswell miners were warned in July that the colliery, which lost around £1.5m in 1989, was under review. In August Creswell miners were told they would have to boost productivity by 8,000 tons to 18,000 tons, if the mine was to survive.

## Brokers boycott insurer

Insurance brokers are to boycott General Accident, the UK composite insurer, following the company's refusal to discuss calls to end its underwriting of insurance schemes for car makers.

Perth-based GA says has operated a scheme with Ford, which offers car buyers free insurance policies.

Ford is one of a number of motor manufacturers which have been offering free insurance as a means of boosting sales.

## Spending divide narrows

The richest fifth of the population spent £128 per person each week last year.

The poorest fifth spent only £30 each according to the Central Statistical Office's survey of family expenditure for 1989.

The survey also showed regional differences persist. Average weekly household expenditure was highest in the South East at £287, and lowest in Yorkshire and Humberside, at £189, but the CSO said the "North-South divide" in spending has narrowed.

Food, the most basic necessity, took up a third of expenditure in 1989, according to the CSO. Now it accounts for less than 20 per cent of what families spend. Instead, people spend double on transport.

## High Court rules on Rover

The Government's legal action to claw back £44.4m in alleged "sweeteners" it paid when it sold the Rover Group to British Aerospace for £150m in 1988 has been suspended by a High Court judge.

Mr Justice Ognall said that the case should await the decision of the European Court of Justice on a challenge by BAE to the European Commission's ruling in July that the payments were unlawful state aid in breach of the Treaty of Rome.

## Sheffield to have trams

Sheffield is to become the second city in Britain to have a modern tram system, following a decision by the Department of Transport to inject the necessary funds.

Mr Roger Freeman, minister for public transport, spoke of "substantial" government support to enable the £230m Supertram project to go ahead. The decision is subject to assurances about the costs of the project.

Britain lags far behind many other European countries in adopting tram and light rail schemes as a solution to urban traffic congestion.

## Bradford redundancies

John Foster, the Bradford-based wool textile group, announced 80 redundancies from its 840-strong workforce.

The job losses form part of a restructuring programme at Foster which, under its new senior management team, is attempting to return to profit. The company last week announced it had fallen into heavy losses in the first half of its financial year.

## Road traffic bill revealed

The Department of Transport has published its Road Traffic Bill, possibly the most controversial piece of its heavy legislative programme in the coming session.

The first part of the bill cracks down on drink driving and bad driving and the second part introduces new measures for traffic management in London, including the so-called "red route" network of roads on which parking will be strictly banned.

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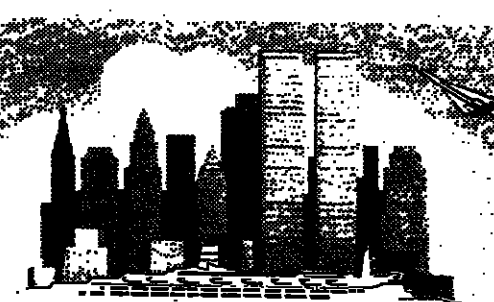
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## UK NEWS

## Thatcher puts in ghostly appearance on the backbenches

By Ivo Dawney, Political Correspondent

The moment one walked into the Commons gallery it was clear that something was wrong. There were all the usual crowd. Dennis Skinner and Bob Cryer - the would-be comics on Labour's opposition benches - were in their customary places.

Anthony Beaumont-Dark sat opposite, looking as always like Pinewood Studio's standard issue Tory. Then just behind him...there was a ghostly apparition.

## Prime Minister puts Europe at top of agenda

By Philip Stephens, Political Editor

MR JOHN MAJOR, the new prime minister, put policy towards Europe and the poll tax at the head of his agenda yesterday as he sought to defuse criticism among Tory MPs of his decision to appoint an all-male Cabinet.

Amid surprise at Westminster that Mrs Lynda Chalker, a foreign office minister, had failed to win promotion in Wednesday's reshuffle, Mr Major gave Mrs Gillian Shepherd a middle-ranking post at the Treasury.

The announcement of Mrs Shepherd's elevation from the department of social security came after Mr Major had been forced to defend in the House of Commons his decision to preside over the first all-male Cabinet since 1894.

In his first appearance at prime minister's questions, Mr Major insisted that his government would offer "top positions" for women, but promotion would be on the basis of merit.

With Tory MPs voicing surprise that the new prime minister had not anticipated the criticism, there was speculation last night that Mrs Chalker could be offered more wide-ranging responsibilities when he completes his ministerial changes today.

Mr Major's debut at prime minister's questions saw Mrs Margaret Thatcher sitting on the backbenches of the chamber for the first time in over 15 years.

The air of unreality which

lery's collective spine. It was - the prime minister, or rather Mrs Thatcher, the Iron Lady, the conqueror of Eastern Europe, of Galtieri, was seated there in the obscurity of the backbenches.

The sight was as awesome and as chilling as a first sighting of Banquo's ghost.

Her position was wrong, stranded a million miles from the government bench as inappropriately placed as a Duchess in the servants' hall.

Already rumours of her unfamiliar location had spread like scandal through the press rooms and lobbies. Speculation had long been running high as to exactly where she would sit.

When onlookers entered the gallery their eyes searched the chamber for her. And when they found her, they swivelled straight to the front bench to check she was not a motionless double installed as a tasteless joke. Then came the second shock. For

there on the government seats in place of the familiar features were the blond locks of the regicide-in-chief, Mr Michael Heseltine.

Dumbstruck as all were by these changes, prime minister's question-time itself passed altogether unremarkably. Billed as a championship fight, it turned out like a playground squabble.

Boisterous shouts of "Resign," were followed by uncouth congratulations. Mr Kinnock batted the poll tax across

the net, and Mr Major batted it limply back. 15-Love to the opposition.

A smattering of single European currency was served and returned with no particular enthusiasm. Then the new prime minister was asked if he was his own man and, if so, how would his policy differ from that of his predecessor?

It was that sort of day. But for most eyes, the inescapable drama was the silent star marooned across the chamber.

## Heseltine intends to make poll tax pill easier to swallow

By Alison Smith

"I have a lot of catching up to do," Mr Michael Heseltine said yesterday as he began his new job as the minister with responsibility for making the poll tax more palatable for British voters.

Mr Heseltine, who challenged Mrs Thatcher for the leadership and was appointed environment secretary by Mr Major, hopes to catch up quickly. He has spent months reviewing the poll tax - the controversial new charge levied by local government to pay for amenities and services.

His leadership campaign gives an obvious clue to his intentions: he thinks the charge should be more related to ability to pay.

Officials themselves have already concluded that any such move would have only limited impact on bills because it would have to be phased in gradually to avoid adding too much to public spending.

The immediate priority for the review will be what changes can be made for next year's bills.

In May, Mr Heseltine was clear that none of the extra money made available to ease the burden on local government - the so-called safety net - should be withdrawn next year, and that the transitional relief arrangements should be

improved and expanded with greater references to actual charges rather than notional spending.

Reassuringly for Tory MPs in seats in marginal seats, Mr Heseltine's priority even beyond next year's bills seems likely to be to ensure the greatest political effect from relatively small amounts of money.

The application of the poll tax to the elderly living at home with their families, where they might otherwise have to go into homes, is, he has said, "a negation of Tory principles", and he has also noted that maximum unpopularity has been achieved for the financial return in charging the physically disabled, student nurses and students.

These last ideas fit in with work that has already been carried out, on how those on the lowest incomes, who at present have to pay 20 per cent of the local charge, could be exempted completely.

There has also been consideration of a surcharge which could be levied on higher rate taxpayers. But Mr Heseltine himself said earlier this year that any move towards ability to pay would involve crudities which could be criticised. But, he added, "these will be criticisms from those who have prospered mightily under this government".



A week is a long time in politics: Mrs Thatcher, pictured yesterday, on the backbenches in the House of Commons

## Number 10 opens its doors to a new breed of advisers

MR JOHN MAJOR made it clear at the start of his campaign to become Conservative party leader that he wanted to be known as his own man, writes our economics staff.

Now he is prime minister, however, the men and women he relies on for advice and information will move out of the shadows.

He is no prima donna. At the Treasury his style was in marked contrast to his predecessor, Mr Nigel Lawson. He consulted widely inside the Treasury and without, instead of with a small coterie of cronies.

He is expected now to surround himself with advisers in his own image - grafters who think carefully before making decisions.

Mr Major, unlike Mrs Thatcher, has not surrounded himself with gurus or

ideologues. "There are no Rasputin figures at his elbow," one official said this week.

If anything the criticism goes the other way - that the breadth of his contacts inside and outside politics makes it difficult to judge which particular policy he will opt for.

Some have suggested the new administration will be dull, with Mr Major selecting men and women with management or academic backgrounds who reflect his own sense of classlessness.

The prime minister has, however, acted shrewdly in taking Mr Gus O'Donnell, his spokesman at the Treasury, to his press officer. Mr O'Donnell has won the admiration of his superiors and his clients in the press by steering an open and honest

course since taking over the Treasury press office in July 1989.

In the world of economics, Mr Major is known to think highly of Professor Mervyn King, who will shortly take over as chief economist at the Bank of England; Mr Bill Robinson, director of the Institute for Fiscal Studies; and Mr Garry Davies, chief UK economist of Goldman Sachs. During his term as chancellor, he established warm relations with Mr Robin Leigh-Pemberton, governor of the Bank of England.

The arrival of a new prime minister and the likelihood that many of Mr Thatcher's close advisers will be leaving has inevitably attracted a long list of people hoping for preferment. One name to watch is Mr Andrew Tyrie, a political adviser in the Treasury for

three years until this September, when he left for a research post at Nuffield College, Oxford. Mr Tyrie, aged 33, is understood to be on the short list for an adviser's job.

Mr Graham Mather, general director of the Institute of Economic Affairs, the free-market think-tank, is a long-shot candidate to be another Downing Street adviser.

Both say that Mr Major's quiet approach gets results. "His style is to listen attentively to what people are saying and ask a few penetrating questions," Mr Tyrie says. "He has a quite exceptional ability to handle people. He can defuse tension in a difficult meeting just by sitting down for a moment with someone and calming him down."

Another economist recalled that Mr

Major displayed a reflectiveness rare in politicians. "When he became chancellor, he mastered his brief quickly and thoroughly. And he regularly used to spend a couple of hours alone in his room thinking."

The image Mr Major portrays in public is one of almost superhuman calm and courtesy. But he has been known to show anger in meetings at the Treasury, according to officials.

Mr Mark Call, who worked for Mr Major for two years as an adviser in the Treasury, says he can sometimes be "excessively cautious" - but it has done him no harm so far.

He thinks Mr Major will "grow into" his new job. "If someone like George Bush can become president of the US, then I am sure that John will make a decent PM."



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**PAYMENT OF COUPON NO. 105**

With reference to the Company's interim report and dividend notice advertised in the press on 7th November 1990, the following information is published for the guidance of holders of share warrants to bearer. The dividend was declared in South African currency and in accordance with the conditions of payment of this dividend, payment from the offices of the Secretaries of the Company in the United Kingdom will be made in United Kingdom currency at the telegraphic transfer rate of exchange between Johannesburg and London which ruled on 28th November 1990.

Payment will be made against coupon no. 105, on or after 4th January 1991 in UK currency at Barclays Bank PLC, Stock Exchange Services Department, 188 Fenchurch Street, London EC3P 2HP, or in French currency at Credit Lyonnais, 19 Boulevard des Capucines, 75002 Paris.

Coupons must be left for at least four clear days for examination and may be presented any weekday (Saturdays excepted) between the hours of 10.00 a.m. and 3.00 p.m.

Republic of South Africa non-resident shareholders' tax will be deducted at the rate of 15 per cent. United Kingdom income tax will also be deducted from coupons presented for payment at the Stock Exchange Services Department of Barclays Bank PLC, unless coupons are accompanied by Inland Revenue non-residence declaration forms. Where such declarations are made the net amount of the dividend is as follows:

	South African Currency per Share - Cents	U.K. Currency equivalent per Share - Pounds
Amount of dividend declared	440.00	86.6750
Less: South African non-resident shareholders' tax at 15%	66.00	13.30136
	374.00	73.37364
Less: U.K. Income Tax at 10%		8.65757
		64.71607

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NOTE: The Company has been asked by the Commissioners of Inland Revenue to state:

Under the double taxation agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholders' tax applicable to the dividend is allowable as a credit against the United Kingdom tax payable in respect of the dividend. The deduction of tax at the reduced rate of 10% instead of at the basic rate of 25% represents an allowance of credit at the rate of 15%.

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**ANGLO-AMERICAN CORPORATION OF SOUTH AFRICA LIMITED**  
(Incorporated in the Republic of South Africa)  
Registration No. 01/00565/0/5

**NOTICE TO HOLDERS OF ORDINARY SHARE WARRANTS TO BEARER PAYMENT OF COUPON NO. 115**

With reference to the notice of declaration of dividend advertised in the Press on 23rd November 1990, the following information is published for the guidance of holders of share warrants to bearer.

The dividend of 85 cents per share was declared in South African currency. South African non-resident shareholders' tax at 15.40791% per share will be deducted from the dividend payable in respect of all share warrants coupons leaving a net dividend of 72.59209 cents per share.

The dividend on bearer shares will be paid on or after 18th January 1991 against surrender of coupon No. 115 detached from share warrants to bearer as under:

(a) At the offices of the following continental paying agents:

Country	Agent	Address
France	Crédit du Nord	6-8 Boulevard Haussmann, 75009 Paris
Belgium	Belgo-Brusselische Loois	1028 Brussels
Germany	Generale de Banque	3 Montargis de Paris
Switzerland	Union Bank of Switzerland	8021 Zurich
Spain	Bank of Spain	40021 Madrid
Italy	Credito Italiano	10121 Milan
Sweden	Swedish Bank	10033 Stockholm
Netherlands	ABN-AMRO	1017 CA Amsterdam
Austria	Bank für Sozialwesen	1010 Vienna
Denmark	Danske Bank	1000 Copenhagen
Finland	Handelsbanken	00100 Helsinki
Portugal	Comércio Internacional	1000 Lisbon
Belgium	Generale de Banque	1000 Brussels
France	Crédit du Nord	75009 Paris
Germany	Generale de Banque	3 Montargis de Paris
Italy	Credito Italiano	10121 Milan
Netherlands	ABN-AMRO	1017 CA Amsterdam
Sweden	Swedish Bank	10033 Stockholm
Switzerland	Union Bank of Switzerland	8021 Zurich
Spain	Bank of Spain	40021 Madrid
United Kingdom	Barclays Bank PLC	188 Fenchurch Street, London EC3P 2HP

(b) At the Coupons Department of Barclays Bank PLC, 188 Fenchurch Street, London EC3P 2HP. Unless persons depositing coupons at such office request payment in rand to an address in the Republic of South Africa, payment will be made in United Kingdom currency either:

(i) in respect of coupons lodged on or prior to 11th January 1991 at the value of their dividend in the Rand currency equivalent of the rand currency value of their dividend on 10th December 1990; or

(ii) in respect of coupons lodged after 11th January 1991 at the prevailing rate of exchange on the day the proceeds are remitted, through an authorised dealer in exchange in Johannesburg to the Coupons Department of Barclays Bank PLC, 188 Fenchurch Street, London EC3P 2HP.

Coupons must be left for at least four clear days for examination and may be presented any weekday (Saturdays excepted) between the hours of 10.00 a.m. and 3.00 p.m.

United Kingdom income tax will be deducted from payments to any person in the United Kingdom in respect of coupons deposited at the Coupons Department of Barclays Bank PLC, unless such coupons are accompanied by Inland Revenue non-residence declaration forms. Where such declarations are made the net amount of the dividend will be the United Kingdom currency equivalent of 63.73 cents per share in terms of sub-paragraph (b) above arrived at as follows:

	South African Currency cents Per Share
Amount of dividend declared	85.00000
Less: South African non-resident Shareholders' tax at 15.40791%	12.40791
	72.59209
Less: U.K. Income tax at 10.40245% of the gross amount of the dividend of 85 cents	8.84209
	63.75000

For and on behalf of  
**ANGLO-AMERICAN CORPORATION OF SOUTH AFRICA LIMITED**  
G.A. WILKINSON  
London Secretary  
29 November 1990

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Under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholders' tax applicable to the dividend is allowable as a credit against the United Kingdom tax payable in respect of the dividend. The deduction of tax at the reduced rate of 10.40245% instead of at the basic rate of 25% represents an allowance of credit at the rate of 14.59755%.

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**SHEPHERD & LAW LAND PLC**  
Chancery Division: Mr Justice Ferris November 28 1990

**GROUP RELIEF** against the surrendered losses of a company in a group in a particular accounting year is limited in proportion to the period in which, in that year, arrangements subsisted whereby during or after that year the company could cease to be a group member, or could become controlled by a person outside the group.

**MR JUSTICE FERRIS** so held when dismissing an appeal by the Revenue from a special commissioner's decision that Law Land plc was entitled to group relief in respect of £284,466 trading losses surrendered by its subsidiary, Mercure Centre SA.

Section 29 of the Finance Act 1973 provides: "(1) If, apart from this section, two companies... would be treated as members of the same group of companies and - (a) in an accounting period which ends on or after March 6 1973 one... has trading losses... eligible for relief from corporation tax... and (b) arrangements are in existence by virtue of which, at some time during or after the expiry of that accounting period - (i) the first company... could cease to be a member of the same group... or (ii) any person has or could obtain... control of the first company but not of the second.

Then, for the purposes of... group relief, the first company shall be treated on and after March 6 1973 as not being a member of the same group... **MR JUSTICE FERRIS** said that Law Land was incorporated and resident in the UK. Mercure was incorporated in Belgium but was resident in the UK for tax purposes.

Throughout its accounting period ending March 31 1983 Law Land owned all the shares in Mercure. Accordingly, Mercure was a "75 per cent subsidiary" of Law Land within the meaning of the Taxes Act 1970. In the year to March 31 1983 Mercure made a £284,466 trading loss. Mercure surrendered that loss to Law Land. Law

Land claimed the benefit of the loss by way of group relief for the year to March 31 1983.

The tax inspector disallowed the claim on the ground that it came within section 29 of the Finance Act 1973. A special commissioner upheld the claim. The Revenue appealed.

One form of abuse of group relief was to create a special share structure under which a loss-making company became a 75 per cent subsidiary of another company which desired to take advantage of its losses, when in economic reality, that loss-making company was effectively a subsidiary of a different company which had no profits or insufficient profits against which the losses could be offset.

It was common ground that sections 28 and 29 of the 1973 Act were enacted to prevent abuse of group relief.

Section 29 applied to the present case. It provided that if arrangements existed by which during or after an accounting period ending on "or" after March 6 1973 "(b)(i) any person has or could obtain... control of the first company but not of the second", then the first company should be treated on "and" after March 6 1973 as not being a member.

On January 6 1983 Law Land granted to an unconnected Belgian company and its subsidiaries (the AG group) a series of options under which the AG group was given the right to acquire all the shares of Mercure, which options were exercisable until February 14 1983.

The options lapsed. The shares in Mercure remained the unfettered property of Law Land during the rest of the year ending March 31 1983.

It was common ground that the options in favour of the AG group were arrangements of the kind referred to in section 29(1)(b)(ii). Both parties accepted that the statutory fiction imposed by the last few lines of section 29(1) ("then... the first company shall be treated on and after March 6 1973 as not being a member of the same group"), applied to some extent.

The issue was whether the existence of the "arrangements" between January 6 and February 11 1983 required Mercure to be treated under section 29(1) as not being a mem-

ber of the same group of companies as Law Land throughout the year ending March 31 1983 (as the Revenue contended), or only during the five week period in which those "arrangements" subsisted (as Law Land contended).

The words "on or after March 6 1973" which appeared towards the end of section 29(1), were referred to in argument as the "the date words". At first sight the section looked as if the date words were defining the period from which the de-grouping was to have effect.

Both parties agreed that could not be the correct meaning of section 29(1). Soon after the 1973 Act was passed the Revenue issued a statement to the effect that section 29 would not be operated in that way.

It was common ground that the date words were to be read only as words of commencement of the new provisions, not as words defining the period in which the de-grouping was to be treated as having effect.

Having regard to the absurdity which would result if the opposite view were taken, it was right to accept that common view of the language.

**MR JUSTICE FERRIS** said that Mr McCall for the Revenue argued that Mercure was required to be treated as not being a member of the same group as Law Land throughout the year ending March 31 1983. He submitted that "in an accounting period which ends on or after March 6 1973", which appeared at the beginning of 29(1)(a) applied to the subsection as a whole, not merely to the circumstances described in paragraph (a).

On that footing, he said, the consequences introduced by the last few lines, beginning with "then, for the purposes of... group relief", applied throughout that same accounting period. He handed up a reformulated version of section 29(1) to illustrate that reading of the provision.

The main alterations made by Mr McCall were to delete paragraph (a), apart from the opening words referring to an accounting period ending "on or after March 6 1973"; to delete the date words; and to alter the concluding part of the subsection, so that it read "then... the first company shall be treated as not for the

time being a member of the same group."

While it would undoubtedly achieve Mr McCall's purpose if the subsection were read in that way, that result was arrived at only by re-writing the subsection rather than construing it. As a matter of language, "in an accounting period which ends on or after March 6 1973" applied only to paragraph (a) and not to the subsection as a whole.

The whole problem in the case arose from the fact that once the date words were explained as mere words of commencement, the concluding words did not say during what period the fictional de-grouping was deemed to have effect. It was merely self-serving to alter the words "not being a member of the same group" to read "not for the time being a member of the same group".

**MR MILNE** for Law Land attacked Mr McCall's construction of section 29 as a re-writing of the subsection which, in effect, rejected the whole of paragraph (a) as surplusage apart from the reference to an accounting period after March 6 1973.

Mr Milne's main positive argument on section 29 was that, the date words being explained as mere words of commencement, the consequence provided by the concluding words of section 29 could apply only while the statutory pre-conditions were satisfied. By statutory pre-conditions he meant the conditions prescribed in paragraphs (a) and (b).

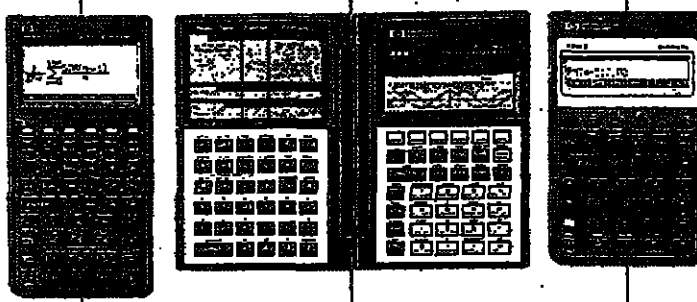
While no arrangements of the kind referred to in section 29(1)(b) were in existence that statutory pre-condition was not satisfied.

Mr Milne's arguments were correct. His approach to the language of section 29(1) was preferable to that of the Revenue. It did no violence to the words or structure of the subsection and avoided anomalies which would arise if the Revenue were correct.

The appeal was dismissed. **For the Revenue: Christopher McCall QC (Inland Revenue solicitor). For Law Land: David Milne QC (Travers Smith & Braithwaite).**

**Rachel Davies**  
Barrister

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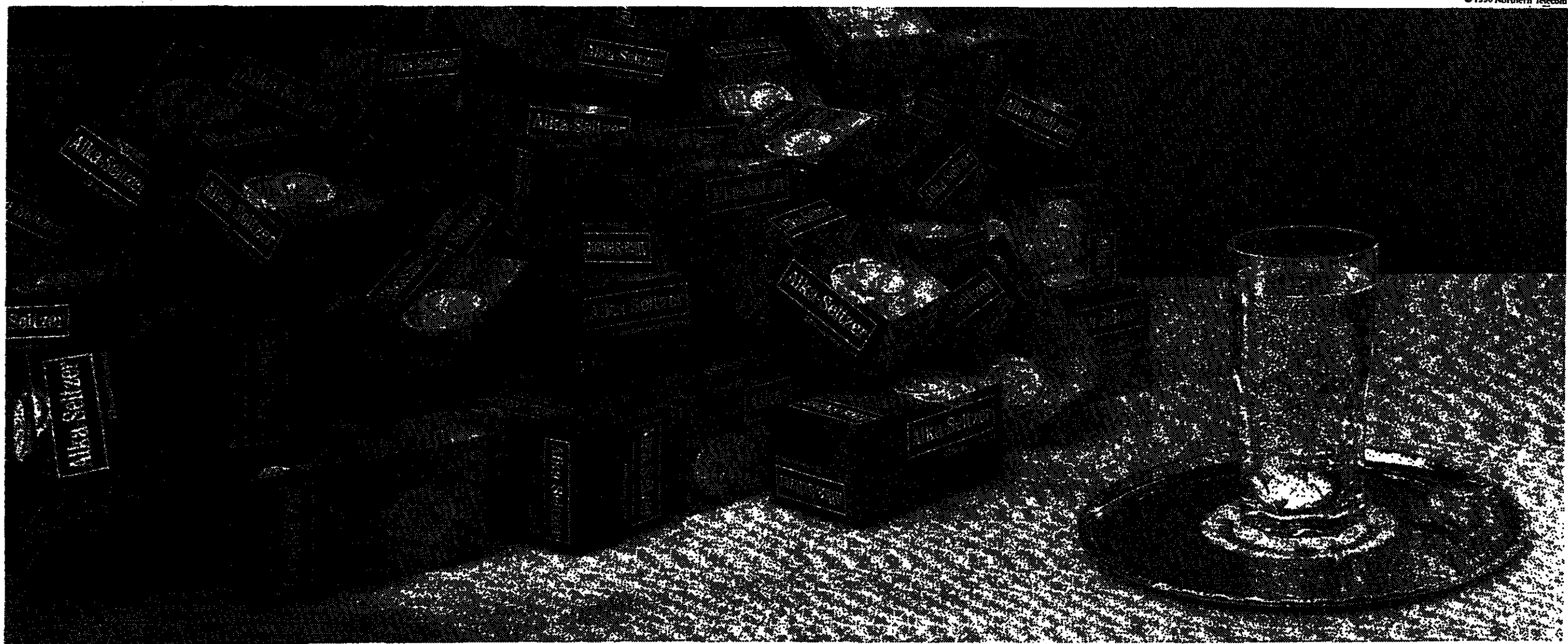
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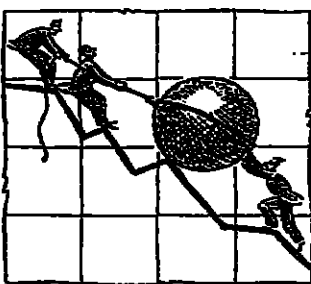


## MANAGEMENT

## Budgeting at ICI

## In anticipation of a downturn

Simon Holberton continues this series by examining the actions taken by the UK chemicals multinational when it realised it would have to confront the dilemma of rising costs and falling demand



MANAGING IN RECESSION

The question of whether the UK is in recession may be a fine technical one for Norman Lamont, the new Chancellor, but for senior managers at Imperial Chemical Industries the issue is not whether the country is in a recession but how severe it will be.

Well before the Gulf crisis and the strengthening of the pound managers had noticed that ICI was being hit at its gross margin: costs were rising but the company was unable to raise prices because demand was weak.

The finance men at ICI's headquarters at Millbank in London, alert to this, have spent the past 12 months poring over planned expenditure, both fixed and long-term, and have identified areas of ICI's activities ripe for pruning.

An early result of this work led Sir Denis Henderson, the company's chairman, to announce in Tokyo in early October that ICI planned to lop at least £100m off planned capital spending of £1bn in 1991.

By the end of October when he announced the company's third quarter earnings, Sir Denis also mentioned that a strict control was being kept on other current costs as well.

Divisional managers who presented themselves at Millbank for the company's ritual "hell fortnight", which ended last Friday, got an even tougher time than usual: head office sought real cuts in spending.

ICI earned pre-tax profits of £1.5bn in 1989: this year pre-tax profits look like coming in at around £1bn. With uncertain economic conditions both in the UK and abroad, the reasons

for the cuts were not about protecting this year's earnings but next year's and beyond.

"If we continued with planned capital expenditure it could have developed into a worrying situation," says Alan Clements, ICI's finance director, who notes that ICI's capital spend next year would be in the range of £800m to £900m.

"With profits falling off and internal cash generation affected, if we had allowed capital expenditure to continue growing we would have run into a worrying situation where we spent more than we were generating internally. That would have made it difficult for us to take advantage of acquisitions that may come along. So we decided to cut

capital expenditure and make sure we were really investing in what was worthwhile."

Clements says the process by which ICI set about cutting capital expenditure entailed trying to "get a feel" for what was in the spending pipeline. This meant letting the planners and finance people crawl through the proposed capital expenditure programme.

They then attempted to sort out what were essential expenditures for the growth business. ICI wanted to be in, in the long term, "if growth does not look that good, then what will that do to cash generation within the business? Therefore, what cut will get capital expenditure back to a level we can live with?"

These questions were framed with the maintenance of balance sheet strength in mind. In the end they came down to how big could the capital expenditure bill be so that in a year or two the company's gearing and interest cover would still be affordable? "We did the figures on what we could afford to spend without letting interest cover [how many times pre-tax profits cover interest on borrowings] slip below 5 or 6 times," says Clements.

He says that cutting investment has not been easy. ICI's

capital expenditure budget is split into two components: big ticket investments which require headquarters approval; and "maintenance and sustenance" expenditures which can be made by divisional chief executives without referral to Millbank. The former account for about 40 per cent of ICI's capital expenditures, the latter the remaining 60 per cent.

In the early 1980s ICI made deep cuts in its capital expenditure programme as part of the cost savings necessary to see it through that recession. Authorised spending was cut from £546m in 1979 to £241m by 1982. Those cuts had two principal consequences for expenditures in the future.

"A lot of equipment needs heavy capital expenditure to keep it going because replacement expenditure was not kept up in the early 1980s," says Clements. "On top of that growing problem, a lot more expenditure was needed to satisfy safety, health and environmental requirements."

The way in which ICI recovered from the last recession has also had consequences for managers today faced with another recession. The company embarked on a growth-through-acquisition strategy - Beatrice Chemical, in 1984, Gildden, the paints company,



in 1986 and Stauffer, specialty chemicals, in 1987 - and during this period headquarters agreed with divisional managers "quite ambitious strategies" which included not only how the strategies would be financed but possible further takeovers as well.

As ICI hit a period of slowing growth a year ago it became apparent that its fixed costs were rising at a faster rate

than inflation. "We had too many growth strategies," says Clements. "Once they were allowed to start they embedded a higher level of fixed cost in the business."

In March 1989 Millbank began to realise that these growth strategies were too ambitious. A review was conducted, the central theme of which was, was the company still on its strategic path? "No,

we were not. We had dropped below the growth path in terms of profits, everything, and managers were not meeting their milestones" - a method of management-by-objective whereby business plans are defined in terms of achievable goals in the future.

"In November 1989 we had quite an exercise in the 1990 budget meetings. We said that we would accept the divisional

managers' budgets for 1990, but said that we would not accept if the business units thought that their budgets were not achievable."

Although some costs were clawed back, ICI allowed the managers to try to achieve the volume and profit targets they had made. But, throughout this year, the headquarters view that those goals were too ambitious was validated: many managers failed to keep to budgeted costs.

Yet, lurking behind the discussion of cuts in investment and fixed costs is ICI's concern about the stock market and the way it evaluates the company. ICI cut its dividend in 1989: the market's saving response to that event is seen in the fall of the company's top executives.

It has taken ICI until 1989 to get its dividend to a level which returns it to the level it would have been on following the inflation and some cost growth had it not cut its payout in 1980. It would be highly unlikely for ICI to cut its dividend from the 53p a share level reached last year.

"We have struggled so far to get the shares fully appreciated, to get the appropriate rating," says Clements. "The dividend has become an important ingredient in getting the right rating. [The City] is looking at the drop in profits without looking at the spectrum of the whole chemicals business. They are critical and the dividend is important in holding the share price even where it is."

The first article in this series was published on November 27.

## No place for the get-rich-quick merchants

Judy Dempsey assesses a report which warns companies entering eastern Europe that rewards will have to be earned

If foreign companies want to establish a good reputation in the countries of eastern Europe, they should stop thinking about making quick profits in the short-term and should pay far more attention to the quality and price of the product.

These are some of the conclusions reached in a report drawn up by Seigel & Gale, the international corporate identity consultants.

But the report, which is based on interviews with 51 managers of Hungarian industrial and service companies, adds a note of warning to anyone wishing to invest in any of these countries. "When trying to establish a positive reputation in Hungary, western companies fail by their lack of commitment and the 'get rich quick attitude'."

Several of the newly elected governments in eastern Europe would not be surprised by these findings. Officials, and the fledgling business community in the capitals of

Warsaw, Budapest, Prague and Bucharest have repeatedly argued that western companies are using eastern Europe for its cheap and skilled labour market.

Furthermore, they say that western companies think they can dump low quality goods in these countries, make a quick profit, and then move on. Together, these attitudes tend to reinforce deep suspicions among the population that western capital is exploitative and cares little for the needs and outlook of this vast market.

More conservative and cautious officials in the countries of eastern Europe believe that their country's national assets will be under-sold to foreigners simply because these

countries are in desperate need of capital as a means of rebuilding their infrastructure and modernising their industry.

Unfortunately the report fails to take into account, let alone explain, the political, social and economic background which influences these governments.

A solid introduction would have been helpful for the potential investor. The report could have been useful, too, in giving some idea as to the kind of businesses in which the Hungarian managers were involved.

The ambiguous and often lukewarm views towards foreign companies are confirmed by those Hungarian managers who were inter-

viewed. They believe that western companies are not interested in establishing a positive reputation in the country, because, as 16 per cent believe, foreign companies want to get rich quickly.

And because foreign investors have adopted a short-term commitment, they have, in turn, neglected the way in which they promote their products in these countries.

Nearly a third of those interviewed said the price and the quality of the product was more important than service. Yet, as the report implies, these criteria have often been neglected by foreign investors.

But probably one of the most revealing findings of the report is

the preference by Hungarians for doing business with particular countries.

West Germany is the most preferred because of its "accuracy, punctuality, excellent products with suitable prices. West Germans keep to the rules, they are reliable, good businessmen... and have the highest technical standards in Europe."

West Germany is Hungary's largest trading partner and German is often Hungarians' first foreign language. Swedish investors receive similar praise.

But what about Great Britain, and Austria, Hungary's neighbour? Hungarian managers think British products are "reliable, of a good quality, but a bit clumsy"; the busi-

ness community is "excessively cautious", although they are very good partners with high professional skills. However, prices are "very high... and standards are medium."

Despite the fact that Austria has the most joint ventures with Hungary, Hungarians think that the Austrians are "calm, balanced, reliable but petty-minded people". Its industry is "five years behind in technology... but they are good partners with a common history and mentality..."

But what colours these perceptions of the west European business community is the product and the way in which foreign investors market them in eastern Europe.

The east European consumer is obsessed with famous brands. Mercedes, Volkswagen, Siemens and BMW, the top brands in the west German market, are widely known throughout Hungary. East Great Britain is characterised by Rolls Royce, cars which are largely inaccessible to any consumer in eastern Europe.

Thus, if foreign investors want to make an impact in eastern Europe, it is time they revamped their image.

Over 75 per cent of those interviewed said seminars, exhibitions and the physical presence of their companies in the country have the biggest impact. Personal contacts will win confidence and friends. A long-term commitment will win respect and loyalty.

"Not just one Europe: a research project into the need for customer marketing in eastern Europe. Prof. Seigel & Gale, 27 Piccadilly Street, London W1."

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## THE PROPERTY MARKET

## Banks braced for heavy refinancing

By Vanessa Houlder

AS a worldwide credit squeeze takes the place of the lending spree of the late 1980s, the attitude of banks has never been so important to the property market.

How many companies will be put in receivership? How large are the banks' losses and what impact will these have on lending policies in the 1990s? Will new developments be limited to conservative projects by the most established property companies?

Until the Gulf crisis is settled, answers will be in short supply. However, an indication of banks' current thinking on these problems is provided by the annual survey of property lending carried out by Woolgate Property Finance.

This is a poll of 65 international banks responsible for about £10bn of outstanding debt. It excludes the UK retail banks which are responsible for some 45 per cent of UK property lending, but covers nearly half of the remaining lenders.

Its findings veer from the pessimistic to the surprisingly optimistic. On the downside, the banks are gloomy about the investment market, resigned to heavy refinancing and bracing themselves for £3.8bn of write-offs. On the upside, twice as many banks (38 per cent) expected to

increase their commitments to the sector as decrease them.

The explanation for this apparent willingness to throw good money after bad may lie in the relatively high margins on property loans. In the view of Mr Rupert Clarke, managing director of Woolgate, banks under pressure from the capital adequacy rules are less likely to withdraw from property than lower-margin business.

It may also reflect the differing fortunes of the banks involved. US banks, which tended to make project loans to small developments across the country, may have taken a heavier brunt of the losses than Japanese banks, which took shares in large projects that have better kept their value. Half the 10 Japanese banks polled wanted to increase property lending.

Even so, the result should not necessarily be taken at face value. For one thing, those responding to the questionnaire in London may be unaware of the current thinking of the lending committees at head office in Tokyo or New York. One Japanese bank has changed its mind since the survey was completed. "Particularly in Japan, things are moving quickly," says Mr Clarke.

For another, fewer banks filled out the survey than last

year. It may be that the 54 banks that declined to take part in the survey have a less enthusiastic approach to new property lending. It should also be noted that 73 per cent of the expected increase in lending would be for investment, not development.

In any case, reduced competition and concern about the risks of lending to property have sparked a sharp increase in interest margins, which are estimated to have risen by 30 per cent in the past year. Eighty one per cent of those surveyed expected them to go up further and no one expected them to go down.

Moreover, the banks are highly selective about the projects to which they lend. Residential property, city offices and business parks are out of favour where development finance is concerned. A majority of banks is also reluctant to lend money on residential investments.

The bank lending total is likely to go up, as committed funds are drawn down. The banks said their outstanding loans represented 67 per cent of commitments. If applied to the Bank of England's figures on property loans, the poll suggests that the banks' total commitment to property companies is some £55bn.

If the banks once thought

they would get their money back quickly, they think differently now. Sixty two per cent of the banks' portfolio will be refinanced, according to the survey. By contrast, 16 per cent will be bought by UK institutional investors and 22 per cent by foreign investors.

The banks' low expectations of investor interest is echoed in their gloomy views on the market's recovery. Sixty seven per cent of banks say that the investment market will not start to improve for at least 18 months. Only five per cent expect any improvement in the next six months.

Is London's position as Europe's top business centre under threat? The proud boasts of Paris and Frankfurt as the focus of Europe moves eastwards, have caused a degree of disquiet among those contemplating London's overstretched transport system and expensive office space.

So the results of a new survey which confirm London's pre-eminence will be greeted with interest - and a sigh of relief from the banks and developers which have changed their arms on speculative office buildings. However, the survey, commissioned by Hesley & Baker also highlights the strengths of continental cities.

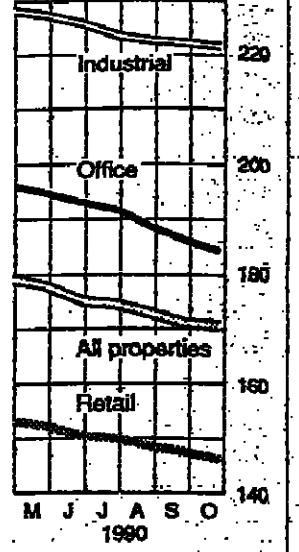
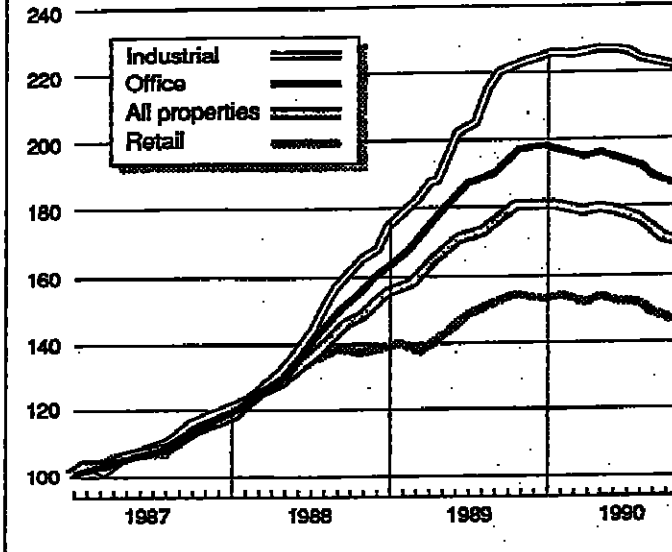
The survey of senior management of large companies - which was carried out by Harris Research - puts London first in overall popularity. It also described it as the most likely financial centre of Europe five years from now, in front of Frankfurt. Its advantages were easy access to markets, good telecommunications and low cost of skilled labour.

Paris was considered to offer the best quality of life for employees, and it also beat London on transport infrastructure. Brussels came fourth overall, but was voted the best city in terms of languages spoken and availability of office space. In five years time it is expected to be the most important political centre of Europe.

Frankfurt is deemed to be the future manufacturing capital of Europe. Amsterdam has the best government-created climate for business through tax policies and financial incentives, while Glasgow's office space offers the best value for money, according to the report.

Eastern Europe's leading cities were considered the most likely to create an improved business climate over the next five years. On this score, Berlin came first, followed by Budapest, Moscow and Prague were a joint third.

IPD monthly index Total return, Dec 1986=100



## Earlier improvement tails off

THE market cycle has not yet turned, according to the Investment Property Data Bank, a research body. Its figures on the property market in October shows that September's modest improvement was not sustained.

All sectors of the market saw faster rates of capital depreciation than in September, but rental values grew, suggesting further upward pressure on yields.

Total return figures deteriorated for all sectors, reducing the year-on-year figures fur-

ther. Thus annual returns of the industrial sector stand at 0.6 per cent, significantly higher than those of the office and retail sectors (-5.4 per cent and -7.0 per cent respectively), but significantly lower than they were last month.

Rental values grew in all sectors, particularly among industrial properties. Outward movements in retail and office yields continue to be high, whilst those in the industrial sector have stabilised over the past two months.

London produced worse

results than any other region last month. Over the year to October, it was the least successful region for offices (-7.4 per cent) and the best performing region for the retail and industrial sectors (-4.9 per cent and -3.9 per cent respectively). Office returns elsewhere remained positive at 2.5 per cent for the year.

Retail returns for October deteriorated more rapidly than those of the other two sectors, but with a return of -0.8 per cent, this sector still outperformed offices for the month.

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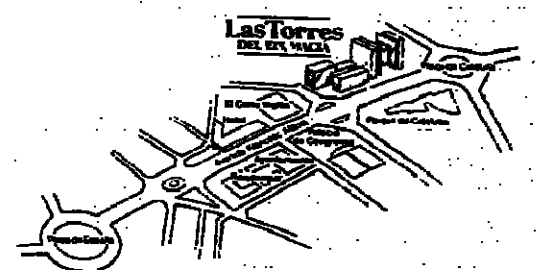
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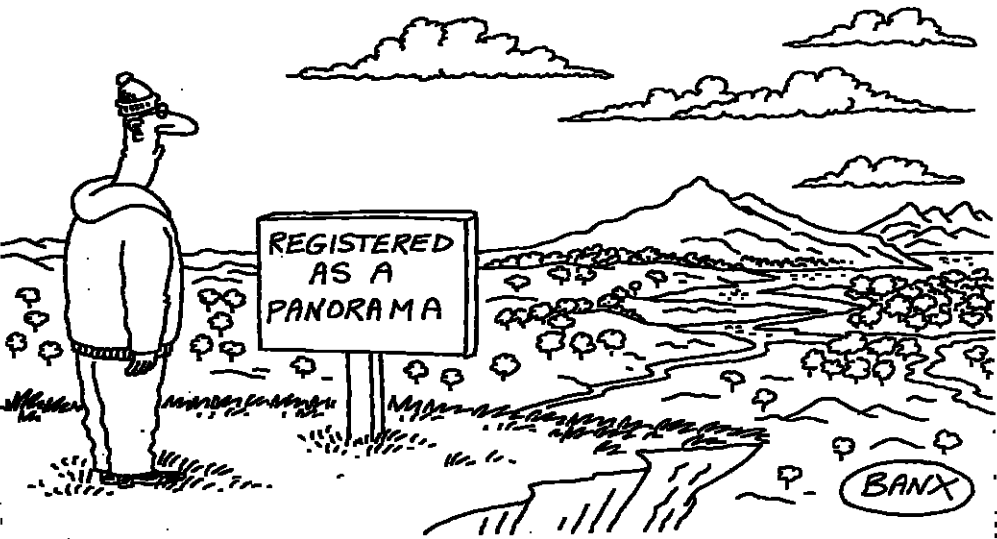


## TECHNOLOGY

From Monday it will be easier to find out who owns the house next door, writes Della Bradshaw

From Monday it will be easier to find out who owns the house next door, writes Della Bradshaw

# Private property, public knowledge



Advocates of the move land the breaking down of the secrecy which has kept the ownership of land undisclosed for more than 100 years. The more pragmatic of them point to the business opportunities, both for the Registry - to sell the data - and for businesses generally, which should find it easier to discover, say, who owns adjacent property when applying for planning permission.

But amid the euphoria, others are voicing concern that the system will not be the panacea it initially promises. The limitations of the data, and the way it can be retrieved will prove restrictive, they say. "There's a difference between being open and being accessible," points out Michael Nicholson, managing director of Property Intelligence, a company which compiles data on property ownership. "It points to the convoluted routes needed to find out who owns a property. The inquirer first needs to cite the title number of the property - the address alone will not suffice. To have a title number the property must be registered, but about 7m properties out of a total of 20m-21m in England and Wales are not registered. If that is the case, the search is fruitless."

The Land Registry's on-going multi-million pound project to computerise its records is based on the same manual system. Some critics argue this will make it difficult for the Land Registry to fully exploit its data. The project is staunchly defended, however, by Ron Fenn, information technology controller. He explains that in the early 1980s, when the project was conceived, the Land Registry was a government department, not an executive agency. Its aims were to make the internal working procedures of the department more efficient and so the card files were simply replicated in computer form. The system, therefore, was not designed to be one which could be accessed easily by the public. Only belatedly did the Registry realise that by turning a mass of paper cards into an electronic database of all the property in England and Wales, it was creating an asset

that could be exploited - or even sold. Detractors, such as Nicholson, believe the problems of getting the information will impact heavily on the Land Registry's income from its search service. "Ultimately if your market doesn't get what it wants, then it goes away. I believe they should conduct a very thorough study of the market to see what they want."

The bulk of the computerisation project involves converting files from card to computer when they need updating - usually when a property changes hands or there is a charge or mortgage taken out on it. The information is sent over the Land Registry's private phone network to the Plymouth computer centre, where, eventually, all the records will be held. Fenn points out that the Land Registry will complete its computerisation task on time and within budget, with the records all on computer by 1993. By March next year the records of 1.7m registered properties will have been converted from card to electronic form, out of the UK's 13.5m registered properties.

Once that is carried out, Fenn's team will look at ways of exploiting the data more fully. Two trials are already in place. The first looks at the possibilities of linking digitised ordnance survey maps to the records, so that the boundaries and areas of properties can be recorded alongside the ownership and title number. The Land Registry is now considering tenders for such mapping systems. The second is to enable regular users, such as solicitors or banks, to receive information over the phone, quoting a credit card number for payment. Although other land authorities have often chosen to incorporate these services from the outset, Fenn believes that in England and Wales the priority is to computerise the records first. That, he says, will help reduce costs to consumers when they buy properties. From next Monday, when the register is made public, there will be a charge of 25p for the title number of the property and a further 25p to reveal who owns it. In Sweden, which began put-

ting its land records on computer in the early 1970s, the efficiency of the system has resulted in a fee of SKr5 (50p) per search, in addition to a registration fee, says Bengt Kjellson, of Sweden's Central Board for Real Estate Data. The main cost reduction has been brought about because solicitors, and other regular users, can tap into the main database from a terminal on their desks, doing away with the need to phone a central operator or send in an application form - the method that the Land Registry is encouraging in England and Wales. Of more long-term importance for the Land Registry will be the possible sale of data from its central computer to information brokers, who package the data and re-sell it. These brokers could be marketing companies or specific interest groups, such as estate agents, for example. Derrick Steel, who worked extensively on land information management in Australia, points to the success which authorities had there in selling data through outside marketing organisations. Fenn acknowledges that the

Land Registry could face some difficulties in selling the property data because of the way it has been structured. "We access the data vertically," says Fenn. "To make it tradeable it needs to be structured horizontally."

In a company takeover, for example, the predator might want to find out what property the other company owned. The ideal way would be to tap the name of the threatened company into the computer and get the software to search for all the properties which it owns. With the present system that is impossible. All the predator can do is to submit the names of all properties which it suspects is owned by the other, and ask for confirmation.

In Northern Ireland, by comparison, the land registry is moving towards a scenario where such a search could soon be possible. There the land registry has decided to put digitised ordnance survey maps of the region on the computer alongside the records of property ownership. The data are structured so that the two types of information are linked together. Eventually, says Michael Brand, director of the Ordnance Survey of Northern Ireland and chairman of the Association for Geographical Information, every property on the digitised map will be tagged with information such as the owner's name. A data sweep could pick up all the properties according to a set of criteria - such as ownership, or a specific area. Brand points out that the Northern Ireland registry has been able to achieve this because it is relatively small in size and the administration of the province is comparatively simple. In Northern Ireland there are just 16,000 map sheets to put into computer format, compared with 235,000 in Great Britain.

Many argue that the opening of the Land Registry should be just the first step on the road towards a far more open policy of land registration, to enable planners to make the best use of land. That would include the registration of all property, be it a flat, house or part of a mountainside. One such advocate is Peter Dale, reader in land surveying at the Polytechnic of East London. "I believe what we need is a multi-purpose land registration system," says Dale. "What we want is a total land take so that derelict areas can be more easily recognised and used."

## Desk-top world comes together

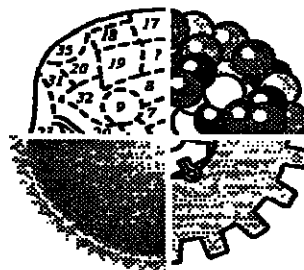
ALTHOUGH desk-top publishing has become a by-word of the computer industry, many large organisations, which need to produce reams of documentation every year, still rely on traditional printing methods rather than electronic ones.

This could change with an electronic document processing system from Xerox, of the US, called Docutech Production Publisher. Sold in Europe by Rank Xerox, Docutech brings together many of the disparate elements of traditional printing in one machine. "Pre-press" activities, such as compiling the photos and the text, can be done electronically, and the machine even binds the document at the end. The Docutech system is based on a mainframe computer which is designed for image rather than data processing, and which incorporates icons, or pictograms, to make it easier to use. Attached to the mainframe is a digital scanner, which can be used to scan documents or images into the system, and a laser printer.

Next year Xerox is planning to introduce networking so the computer system can be linked to workstations and PCs. This will enable users to send data directly from the PC to the mainframe. Xerox has reached agreement with workstation maker Sun, Novell, the networking company, and Adobe, the software house, to work on common standards.

## Acetylene ready willing and able

ACETYLENE produces a super-hot flame for welding and cutting metals, but it is inconvenient because the gas has to be transported in canisters. Now a Canadian company is marketing an acetylene-making process, where the gas can be made on site as required. The acetylene is produced by the usual method of mixing carbide and water. However, this is done by carefully adding exact amounts of the solid to the water in a gas-sealed reactor, which is computer-controlled. As the valve is turned on, the gas is produced: when turned off, so is the gas production. This also does away with the need for the company to store inflammable gases.



## WORTH WATCHING

by Della Bradshaw

and so reduces the risk of explosions or fire. A further advantage of the process is that by adding other chemicals, such as ethylene glycol or hydrochloric acid, hydrocarbon gases - such as propane, which is cheaper to use than acetylene - can be produced. The process, from Kemgas, of Vancouver, is sold internationally through the company's office in France.

## Smoothing out the rough parts

THE cracks, holes or weld-lines that appear on plastic components may be overcome with the latest advance in injection moulding, writes Lynton McLain. Called multi-feed moulding, the technique can make complicated or simple components that are 50 per cent stronger than conventional plastic products. It will prove especially effective for use with thick plastic materials, including thermoplastic, liquid crystal and thermosetting polymers.

In conventional injection moulding a single feed of plastic, which cools and solidifies rapidly, is fed into the mould. In multi-feed moulding, however, the plastic is fed into the mould in several independent streams which are fed into the mould under pressure. Because the strands are forced against each other the material remains molten for longer, so reducing faults.

## Goldenrod takes on a new identity

AN American weed called goldenrod may soon be able to produce natural high-grade

rubber suitable for making aircraft tyres, surgical gloves or ship fenders, writes Robin Burton. Goldenrod was originally identified as a source of rubber by car maker Henry Ford and tyre magnate Harvey Firestone, but did not catch on because of its low latex yield and inferior quality.

Scientists at the Agricultural Research Service at Albany, California, are looking for ways to isolate genes from both the tropical rubber tree and a slow growing desert shrub called Gueyule, so that desirable characteristics can be built into goldenrod. In these plants a gene triggers off production of the enzyme that forms rubber molecules. Other genes make the plants' rubber production continue and stop. It is now thought that the process can be perfected within the next five years and this would have considerable implications with regard to getting modified plants or even micro-organisms to produce high-grade rubber in quantity very swiftly.

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## CONTRACTS &amp; TENDERS



## fondo de inversiones de venezuela

### PRIVATIZATION PROCESS

#### CEMENTO ANDINO S.A.

Fondo de Inversiones de Venezuela informs all interested firms and people that Cemento Andino, S.A.'s assets will be auctioned by the Fourth Civil and Mercantile Court of First Instance of the Judicial Circumscription of the Federal District and Miranda State (located in Esquina de Pajaritos, Palacio de Justicia, Piso 9, Caracas).

The first bulletin auction was published in the newspapers "El Nacional" and "El Tiempo" in their respective issues of November 12, 1990.

Said assets includes all the goods of the cement producing plant owned by Cemento Andino, S.A., which is located in Monay, Trujillo State.

Through Fondo de Inversiones de Venezuela, the National Government, as the preferred creditor of Cemento Andino, S.A., has decided to give to this act the widest publicity so that all interested firms may concur and participate on it. On the other hand appraisers have valued the totality of the assets to be auctioned in the amount of THREE BILLION NINE HUNDRED AND SEVENTY TWO MILLION THREE HUNDRED AND SIXTY EIGHT THOUSAND ONE HUNDRED AND FIFTY BOLIVARS (Bs. 3,972,368,150.00), being this amount, the limit of the bid that will be offered by Fondo de Inversiones de Venezuela in the auction act.

For any additional information, please refer to said court.

#### CEMENTO ANDINO, S.A. (Basic Information)

Location: Los Llanos de Monay - Estado Trujillo, an area of 28 ha. of land.

Building period: 1980 - 1982

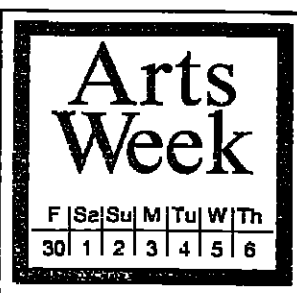
Starting production date: 01-01-1983.

Installed production capacity: 1,800 t/d. of Portland cement, equivalent

to 540,000 t/year.



## ARTS



## EXHIBITIONS

## London

Royal Academy of Arts. Monet in the 90s: The Series Paintings. The long-awaited blockbuster exhibition has sent reviewers scurrying to explain the nature of the artist's double vision. Burlington House, Piccadilly (287 8578).

## Paris

Grand Palais. Simon Vouet (1600-1649). The exhibition brings together paintings, drawings and tapestries by the Paris-born artist whose vast compositions decorated palaces and churches at the time of Louis XIII and Richelieu. Having returned from Italy inspired both by Caravaggio's realism and by the Venetians' luminosity of colour, Simon Vouet's influence spread through his pupils beyond his time and across frontiers. Closed Tue, Wed late closing night. Until Feb 13.

Musée d'Orsay. From Monet to Marmottan. The museum's acquisitions over the last seven years comprise paintings and drawings, photographs and furniture with an exceptional ensemble of Gallé vases. Rue Bellechasse 40494814. Closed Mon. Ends March 10.

Galerie Daniel Malingue. Maitres impressionnistes et modernes. From a Pissarro gouache showing in hazy blues, greens and greys two women returning from the fields to a painting of young girls framed in an open window, from white-toned Utrillos catching the essence of Montmartre to the poetry of Miro's flying star. Daniel Malingue has assembled works of rare quality to represent his favourite period. 26, ave Matignon (42666033). Open all days except Sun, Mon mornings and lunchtimes. Ends Dec 22.

Musée Marmottan. Goya. Monet's museum plays host to four cycles of 218 engravings by Goya on loan from the Fundación Juan March. There are masterful renderings of bullfights, of lecherous men ogling young beauties abetted by harlots, there are monsters born from Goya's nightmarish imagination and - quite contemporary in their brutality - scenes of war and repression. 2, rue Louis Boilly. Closed Mon (42540702).

Marmottan's Monets. For lovers of impressionism, the Musée Marmottan is a must. A charming town house set in greenery, it houses an important collection of paintings and drawings by Claude Monet and his friends. Monet's love of London is represented by the Houses of Parliament. In the last 20 years of Monet's life, his garden in Giverny became his great inspiration. In glowing colours and changing light he painted his Japanese bridge and weeping willows and, above all, time and again the unforgettable Nymphaeas - waterlilies on still green waters. Musée Marmottan. 2 rue Louis-Boilly, closed Mon.

Musée des Arts Décoratifs. Panoramic wallpapers. If a wealthy French bourgeois of the 19th century felt the need for change in his comfortable but somewhat boring life, a panoramic decor covering the walls of his salon would instantly transport him to an exotic scene. There was an endless choice of subjects and locations - Peru with lush palm trees, crusaders liberating Jerusalem or the 1830 barricades in Paris. 107, Rue de Rivoli (42663214), closed Mon, Tue. Ends Jan 31.

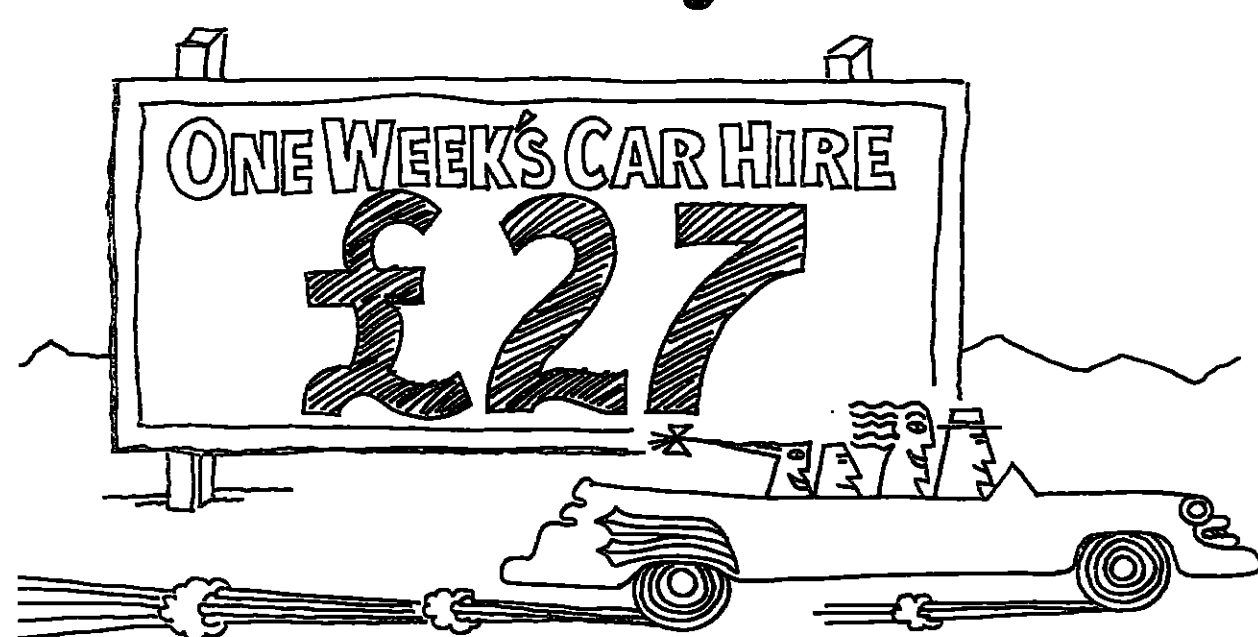
Louvre. Euphronios. Some 60 objects, craters, amphors and bowls testify to the art of Euphronios, painter and potter in the 6th century BC in Athens. In mastering the technique of red figures on black background, Euphronios and his friends of the Pioneers Group brought invention and originality to their representations of mythological subjects and scenes from everyday life. Open all days from 12am to 10pm, except Tue. Ends Dec 31 (40205198).

Haboldt and Co. The newly opened gallery presents in its luxurious setting a selection of old masters from Holland, Germany, France, Belgium and Italy with names as diverse as The Borgh and Canaletto, Boucher and Tiepolo. 137, Fbg. St Honoré (4285881).

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier, there are two or three oils, but the speciality of this small left-bank gallery remain drawings by the Ecole de Barbizon. Precursors of the impressionists, the Barbizon painters discarded both academic conventions and romantic dramatisation in favour of a simple, realistic vision of nature. 11, quai Voltaire (4261070).

Closed Sun and Mon. Grand Palais. Picasso. A portrait of Jacqueline Picasso with her hands crossed round her knees is the symbol and the central point of an exhibition of 47 paintings, two sculptures, 40 drawings, 34 sketchbooks, 19 ceramics and 247 engravings and lithographs which have come to enrich, in lieu of death duties, the French national collections. Closed Tue, late closing Wed, ends Jan 14.

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## OPERA AND BALLET

## London

Royal Opera, Covent Garden. A new production by Adolf Dresen of *Fidelio* conducted by Christoph von Dohnanyi has Gabriela Bencková, József Binkhof, Monte Pederson and Robert Lloyd in leading roles. Royal Ballet, At Covent Garden. A new triple bill with Balanchine's glorious *Stravinsky Violin Concerto* and a new work by Ashley Page. At Sadler's Wells, London Contemporary dance season continues.

## Amsterdam

Nederlands Danstheater with the Jiri Kylian ballet *Verdije Nacht*, *Forgotten Land* and *Sweet Dreams*, and *Grus* (Rijkstheater).

## Paris

Opéra Palais Garnier. Choreography by Balanchine. Lubovitch, Garnier and Kylian to music by Stravinsky, Facher and Jankó (4745371).

## Antwerp

De Singel. Mommale Opera in *Mefistofele* by Arrigo Boito (concert version) conducted by Emil Tchakarov with Jose van Dam, Wiesław Ochman, Madsen, Jan Wray, Bibbiana Ariani, Franco Careccia (Wed).

## Barcelona

Gran Teatre del Liceu. Uwe Mund conducts Wagner's *Die Walküre*, with a cast led by Montserrat Caballé and Johann Meier. Ends Dec 17 (412 14 66).

## Berlin

Opera. *Der Barber von Sevilla* is a well done repertoire performance. *Stagfried*, part of the successful Götz Friedrich Ring cycle features Anne Evans, Anne Gjevang, Jane Glover, Tonia Krenner and Robert Hale. *Zor and Zim* is sung by Gudrun Sieber, Barbara Scherzer and Peter Maus. Also *Rigoletto* and two advent concerts with the Weingartner School Choir.

## Cologne

Opera. *La Bohème* stars Ilseana Cotrubas, Nova Thomas, Faith

Escham, Luis Lima/Fernando de la Mora. *Fidelio* and *Gretel* is sung by Tonia Krenner and Machiko Ohta.

## Frankfurt

Opera. *Der fliegende Holländer* has a first-rate cast led by Lisbeth Rasker and John Reed. *Last Le Nozze di Figaro* with Edith Mathis, Jean-Philippe Lafont, Kimberly Barber and Gilles Cachemille.

## Bologna

Teatro Comunale. The Comunale celebrates Mozart's bicentenary opening with Luca Ronconi's production of *Don Giovanni*, with the excellent Ruggero Raimondi giving his usual attractively sinister performance in the title role. (329999).

## Turin

Teatro Regio. The two versions of Verdi's *Don Carlos* (the French and the Italian) performed alternately between now and mid-December. In both cases the full-length editions are used, conducted and produced by Gustav Kuhn, but with different casts (3815241).

## Florence

Teatro Comunale. Two short contemporary works. Gian Carlo Menotti's *Il Telefono* and Gino Negri's *Ninfa Gentile*, produced by Stefano Vizzoli and conducted by Giuseppe Mega (212250).

## New York

Metropolitan Opera. Marilyn Horne, Chris Merritt and Samuel Ramey perform in John Copley's new production of Rossini's *Semiramide* conducted by James Conlon, who also conducts *Salome* with Hilary Swanson, John Nesch and Peter Kazars in Nikolaus Lehnhoff's production. (382 8000).

## Chicago

Lyric Opera. Leo Nucci has the title role of *Rigoletto* in Sandro Sequi's production conducted by John Fiore. Donato Ranzetti conducts Andrea Serban's new production of *La Bohème*. Civic Opera House (332 2244).

## THEATRE

## London

Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1956 novella. Musically interesting and well directed by Trevor Nunn. (839 5872).

## New York

Falsettoland (Lucille Lortel). It will be known as the first musical about AIDS hitting New York but it goes much further than that, showing the effect on a larger circle of people, who include a boy having a sex relationship with his parents, all three of them (924 5782).

of T.S. Eliot's children's poetry set to music is visually startling and choreographically taut (239 6922).

## Chicago

Other People's Money (Royal George). Corporate takeover artist Larry "The Lion" Gerkle is played for all his mischievous worst by Peter Van Wagner in Jerry Stern's funny and telling view of contemporary finance, directed here by the star of the off-Broadway production, Kevin Conway (885 3900).

## Tokyo

Kabuki. Performances at Kabuki-za centre around a name-taking ceremony for the actor Senjimon, who follows in his father's footsteps to become Genjiro III. Both performances (11am, 4.30pm) are mixed programmes, combining drama, spectacle, song and dance. (547 3151).



## ARTS

## Der Zigeunerbaron

## ZURICH OPERA HOUSE

The idea had undoubtedly appeal. Erling together with the German theatre director and the designer of the Bayreuth Ring - and set them to work on Jolanda Strauss's second most popular stage work. The result was this rather straight-laced production of *The Gypsy Baron*.

The most original contribution came from Nikolaus Harnoncourt, who - together with the musicologist Norbert Finke - has tried to rid the music of Viennese performing tradition by returning to sources. In the absence of the score used for the premiere at the Theatre an der Wien in 1885, Harnoncourt and Finke painstakingly put together their own edition, drawing from the composer's own manuscript, the libretto for the first performance and two early printed scores. In some places, the music is extensively filled out (the Act II finale is the most obvious case) but the performance runs to more than three hours, in others it has been noticeably thinned, as in the parts for woodwind, brass and percussion. There is also some re-ordering of numbers, and Zsigmond becomes a tenor.

Der Zigeunerbaron has known and loved these times all his life. As one who often talks about the need to avoid a "slovenly" approach to music, he believes Strauss deserves just as much respect as other more "serious" composers. The Zurich performance certainly made the music sound more refined - solo instrumental voices more easily heard, the musical fabric altogether more transparent - and Harnoncourt's conducting was typically strong on rhythm, accents and dynamics. There was no trace of sentimentality.

My own feeling, however, is that much as one admires Harnoncourt's rigour, the changes were not sufficient to prompt new or deeper insights. The music itself does not invite them. A work like *The Gypsy Baron* has thrived on the corruptious which have grown up around it. This production should really have been staged by an organisation like the Vienna Festival, in harness with a conventional Volksoper production.

The humourless atmosphere in the pit did not entirely escape the stage. The decor consisted of picturesque projections against a background of Venetian blinds, and in one scene the gypsies were even shown begging on Zurich's Bahnhofstrasse. Having wiped the work of its usual visual trappings, the production, like *Die Fledermaus*, and its designer, Hans Schwaenrich, went back on the production shortly before the first night, complaining that their intentions could not be realised.

A few technical hitches apart, the cast made good with a performance of comic and vocal punch. Pamela Coburn's Saffi was resplendent - brilliantly sung, with a gracious stage presence. As Barinkay, Werner Hollweg looked and sounded well past his best, but his superb handling of the dialogue showed what a man of experience can do. There were characterful supporting performances from Peter Keller, Rudolf Schasching, Anna Gonda-Nigg and a full-blooded gypsy chorus.

Andrew Clark

## Nehru gallery looks to the future

Susan Moore reports on the V&A's Indian collection

Last week the Queen opened the new Nehru Gallery of Indian Art 1550-1900 at the V&A. Room 41 has been transformed, courtesy of an international appeal, to present the highlights of what is the finest and largest collection of Indian art and artefacts outside the sub-continent. Its creation marks a watershed for the ill-fated Indian Collection, the bulk of which has shamefully languished in store for over 30 years. It also points the way forward for the development of the museum as a whole. The more observant guests at the opening will have noticed that the Nehru Gallery is not quite like any other of the museum's new gallery installations. That difference reflects a change in emphasis of its role.

As a gallery, it is an out-and-out showcase. An exemplary marriage of scholarship and imaginative, articulate design. The effect is sumptuous but curator and designer have resisted the temptation to over-stuff and over-decorate. Need it be said that the exhibits themselves are fabulous.

At its heart stands a pavilion raised above a low flight of steps, and approached through a 17th century stone colonnade. It is almost a temple to enshrine the achievements of one of the world's greatest civilisations - the Mughal Empire, founded by Babur, descended from both Timurid and Mongol. An immense sanctum is dappled with the diffused light in through pierced sandstone and marble jalis or window screens. In this "treasure" beams of direct light focus on the likes of Shah Jahan's exquisite wine cup carved from white nephrite jade and terminating in an almost Mannerist ram's head. Alongside is carved rock crystal, chased and engraved silver, gem-encrusted and enamelled thumb rings and turban jewels, rich dag-

gers and scabbards, embroidered and gilded tent hangings, tiles and floor-spreads.

The pavilion platform and the area before it is paved with Kota stone, conceived as an area for Indian musical performances and dance. There is a seating capacity for 50, and considerably more if children are sitting on the floor. Says Dr Deborah Swallow, curator of the gallery, "This is the one venue in Britain where the musical traditions of India can be performed in an environment in which they would historically have been performed."

Flanking the pavilion are displays in a variety of media - costume, weapons and armour, textiles, furniture and wooden containers, plus a group of gouaches that illustrate the development of the art of the book under the Mughals. Illuminated folios from the Imperial copies of the romance of Hamza and the history of Akbar, executed by Persian artists brought to the court by Babur's son Humayun, are among the great treasures of the collection.

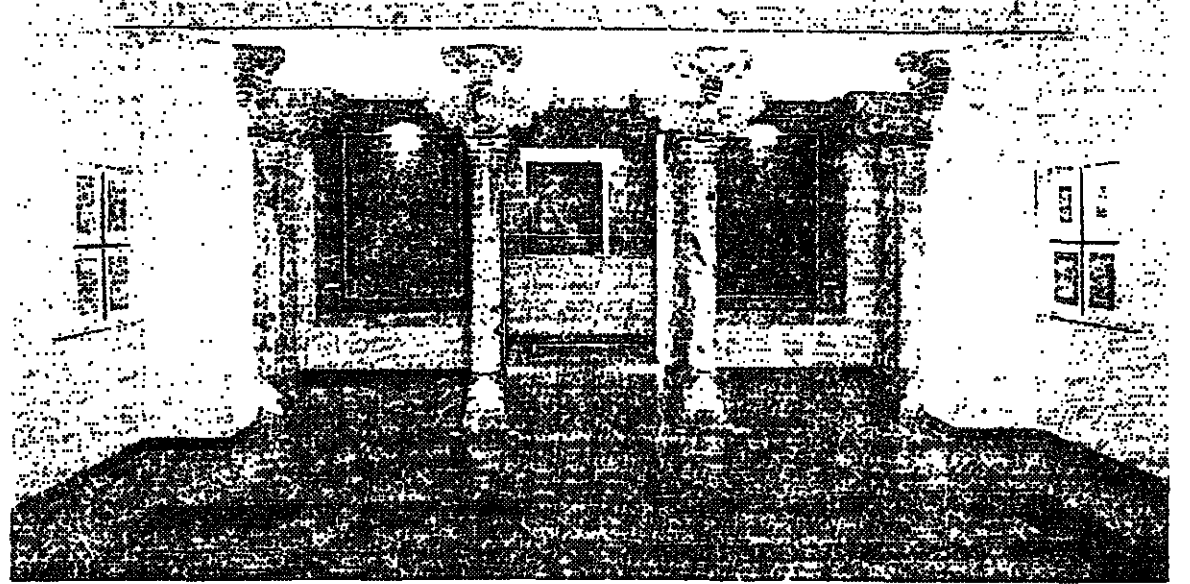
Lining the walls of the pale green gallery (high Victorian in both senses) is a series of displays beginning with the art of pre-Mughal India - that is, Hindu and Jain traditions - and the Rajput courts, which again show the continuity of folk traditions and the way in which court art was affected by the Mughals. The Sultanates of the Deccan are shown in the form of centres of textile production which fed the Mughal court and the export trade to Persia, West Asia and Europe.

Two themes are developed for the 18th century. The first is the involvement of Europe, particularly Britain, starting with the textile trade and then examining the style of life the British evolved in India, and their patronage. Then we see the regional courts develop as

Mughal power declined, and the way styles blended with European taste to make for a late, somewhat overblown flowering. The Punjab under Ranjit Singh was to produce two of the most famous pieces in the collection, the maharajah's embossed gold throne and the mechanical European-devouring Tipoo's Tiger. Finally, the Raj: India 1850-1900, which questions European influence and its possible detrimental effect, but also reveals tremendous continuity with the art of the past.

It is the first time for decades that Anglo-Indian material has been shown, and the first time that any of the material has been presented in an historical context. There is a lot of information of offer, predominantly in English but with some text in the six languages of the sub-continent. The European connection is the family and the school system as priorities, and talks of gallery activities, outreach programmes, pre-school education, and establishing an interactive gallery in the museum. He hopes to see the emergence of a new identity for the V&A in the next few years.

Mr Anderson sees the family and the school system as priorities, and talks of gallery activities, outreach programmes, pre-school education, and establishing an interactive gallery in the museum. He hopes to see the emergence of a new identity for the V&A in the next few years. Mrs Elizabeth Esteve-Coll, Director of the V&A, told me: "There is a real awakening in this country that museums are part of the educational system. I am enormously enthusiastic about using the museum as a primary educational resource, and not simply for school children and students of art and design, but for community education, adult education, independent learning. There is a whole market out there we have never addressed. Education is a long-term strategy for developing the museum visitor of the future."



Marriage of scholarship and design: the 17th century colonnaded entry into the pavilion

collection. National curriculum history, for example, will offer an option for 11-14 year olds on Indian history covering the almost exact period of the gallery.

In January last year the museum appointed David Anderson, who had developed children's activities at the National Maritime Museum, as Head of Education with a brief to develop an education strategy for the 1990s. This was presented to the trustees in October and unanimously endorsed. Mr Anderson sees the family and the school system as priorities, and talks of gallery activities, outreach programmes, pre-school education, and establishing an interactive gallery in the museum. He hopes to see the emergence of a new identity for the V&A in the next few years.

Mr Anderson sees the family and the school system as priorities, and talks of gallery activities, outreach programmes, pre-school education, and establishing an interactive gallery in the museum. He hopes to see the emergence of a new identity for the V&A in the next few years. Mrs Elizabeth Esteve-Coll, Director of the V&A, told me: "There is a real awakening in this country that museums are part of the educational system. I am enormously enthusiastic about using the museum as a primary educational resource, and not simply for school children and students of art and design, but for community education, adult education, independent learning. There is a whole market out there we have never addressed. Education is a long-term strategy for developing the museum visitor of the future."

demonstrating acupuncture during Chinese festivals in the museum.

When Mrs Esteve-Coll was appointed director she made the display of the Indian collection her first concern. After two years of financial setbacks some 5 per cent is now resplendent in the Nehru Gallery. Funds forthcoming, the collection should reach its ultimate destination in the far more spacious North Court in 10 years time. Meanwhile, talks are still continuing with Bradford City Council for the display of Indian material, not in Salt's Mill in Saltaire, as originally envisaged, but in the colossal Manningham Mill which dominates the city skyline. The V&A trustees have decreed that the project must be at no cost to South Kensington. If Bradford finds some 557m public and private backing, the 20-acre Manningham Mill will house shops, offices, a hotel, and the V&A of the North.

## Scenes from a Marriage

## WYNDHAM'S THEATRE

*Scenes from a Marriage*. Ingmar Bergman's study of marital disintegration, is a two-act play that does not so much explode as implode on to the stage. Reviewed on this page by Anthony Curtis when it opened in Chichester this summer, it brings that season's brightest stars to while out the winter in the West End.

The title of the piece is a calculated misnomer, since the play begins just as the marriage between Johan and Marianne is drawing to an end. We watch them, appalled and fascinated, as they indulge in the games couples play. Bergman wrote the piece originally for television in 1972 and adapted it for the stage with the German actress Rita Russek, who graduates in this English language premiere from performer to director.

The part she created is taken here by Penny Downie in a partnership with Alan Howard that at first seems almost too mannered for its own good. There is an icy symmetry to the piece that matches Marianne's lungeing, beseeching kiss with a later slap of rejection. It is only when we

reach the fourth scene, and Downie's sharp, delicate intake of breath on being told of her husband's adultery, that the fineness of the playing begins to become clear.

Howard's contribution is the ability to pronounce sentiments like an emotional grammarian: His talk of "evasions, restrictions and... refusals", with every dot sounding a significant silence, rings a reproach far more deadly than one raised and raving. Yet from this mincing of phrasing and emotion emerges a self-centred child far less contemptible, in real terms, than his wife.

The penultimate scene, of sudden, smothered violence over finalisation of the divorce details, rings out like a gunshot. It is the Bergman equivalent to the slamming door of Ibsen's *A Doll's House*, the play which partnered it in its Munich stage premiere. The political loading of it has changed with the times, but it is every bit as loud and as true.

Claire Armitstead Penny Downie and Alan Howard

## Wolfgang Holzmair

## WIGMORE HALL

Illness prevented Uwe Heilmann from giving his London debut recital on Wednesday. That was disappointing, since the young German tenor boasts a growing international reputation which one was looking forward to test. But his replacement proved to be far more than a consolation prize: Wolfgang Holzmair, the Austrian baritone who had already given Wigmore Hall a recital earlier this month, flew back to take on Heilmann's programme, *Die schöne Müllerin*, and sing with his scheduled pianist, Geoffrey Parsons. The result was a captivating, urgent, deeply moving Schubert cycle performance - an initial fears of second-best were speedily banished.

Holzmair's Schubert is everywhere stamped with his own robust individuality. The senior Lieders "greats" don't

appear to hover over his interpretation; not an inflection sounds mimicked or sedulously studied, not a detail borrowed from an respected model; the cogency of the overview seems entirely self-generated. His voice, a manly, vibrant, rather impetuously used instrument, may reveal limitations at the top and bottom ends of its compass; he does not waste time on suave delivery of phrase-nuances, though the soft singing can strike home with powerfully affecting force.

Gentle lyrical melancholy is not one of Holzmair's most significant Schubertian virtues - and, since it is a *Schöne Müllerin* requisite, Wednesday's account of the great cycle could be judged incomplete. But what directness, what freshness, what a wealth of verbal colour it possessed! Holzmair characterises the lovelorn country youth with a wonderfully acute, yet always natural-seeming, mixture of naive candour, picturesque sentimentality, and burgeoning emotional intensity. He launches each song as if he doesn't know the ending of the tale - the scale of each component part, and its placing as part of a larger dramatic whole, are impeccably judged, yet there is no trace of egregious artfulness.

Parsons, a sterling partner, was perhaps unprepared for some of Holzmair's more spontaneous verbal gestures, though he supported them with admirable flexibility. Singer and pianist need to work together when this was, one hopes, the start of an important new recital partnership.

Max Loppert

## Round-up of recent rock music

After a brief foray into the world of disco rhythms and rock riffs, Laurie Anderson has returned to the territory she inhabits most comfortably somewhere on the borders where rock, minimalism and performance art meet. "Empty Spaces" is the title of the new multi-media show that she brought to the Dominion last weekend: the familiar - half a dozen songs from last year's album *Strange Angels* - interspersed with new material, songs and anecdotes, and given a polished visual packaging of video images and self projections.

In some respects it is a concise return to the style of her seven-hour show of the early 1980s, *United States*, the subject matter remains the same.

But now, after Reagan's decade, her critique of the country and of New York in particular is harsher, the humour less gentle, harder to tease out, either because the injustices are more difficult to laugh off, or because Anderson and her audience have grown up, grown older and more despairing. Her targets are lined up as accurately as ever. The macho American male is under constant attack - a sermon on Jesse Helms and Robert Mapplethorpe, while the score to *The God, the Bad and the Ugly* plays in the background, is one of the evening's highlights. So are intolerance, greed and militarism.

Yet the songs continue to beguile. There may be no space for the quirky and instantly attractive flights of fancy that made Anderson's name, but she sings more than recites now and the melodies are woven above intricate, skillful electronics. Lyricism is no longer to be mistrusted, even if it

is used to chill, and the melodies have a haunting eloquence. The show ends not with a big production number, but a short monologue on Anderson's experiences of the parade of misery in a New York hospital, told in her familiar laconic way to an absolutely hushed audience.

Cloaking their commentaries in the rather more uniform garb of folk rock, 10,000 Maniacs offered a different, small-town view of American life and time at the Town and Country on Monday. Their vocalist Natalie Merchant is self-consciously the star, and undoubtedly the attraction for the predominantly male following, as she prattles and parades to project an image which rather oddly combines the come-on with the coy. It seems an unattractive, manipulative mixture, with more than its quota of self-infidelity, and the song lyrics, when you can penetrate them on record (not a word was audible at the T & C), often seem to disappear into their own pretensions. It was a distinctly depressing evening, a ritual parodying of a cult band before its fans with familiar material that nevertheless lacked sufficient variety or change of pace. Ms Merchant kept the final piece of

tawdry indulgence to herself - a version of Bryan Ferry's "Dance Away" complete with slow motion and much out-of-tune singing; the rest of the band, tight, competent and kept firmly in the background, had left the stage by then.

A brief salute finally to Yousouf N'Dour, now established as the most popular of African musicians in Europe, whose unstoppable show at the Hammersmith Palais last week demonstrated that he has settled on the right mix of West African and rock to keep most of his audience happy most of the time. It was an exuberant, inventive couple of hours, complete with Les Super Etolles de Dakar, the band that has supported him ever since he first began to make an impression and attracted the support of Peter Gabriel in the mid 1980s. A hint that he might throw the baby out with the bath water and import too much Western rock into his music appears to have resisted; there was no doubt of the fertile ground from which this music sprang, nor of the potency of the talking drums and loopy polyrhythms that underpinned N'Dour's wonderfully free-wheeling vocal lines.

Andrew Clements

## SALEROOM

## Bestiary sets manuscript record

A "Bestiary" which had rested forgotten in the library of the Dukes of Northumberland for almost two centuries and was only rediscovered in the 1950s sold for £2.97m at Sotheby's yesterday in the London dealer in Quench. The price was over double the estimate and represented a record for any English manuscript to sell for more at auction is the famed "Henry the Lion", which made £3.14m.

The Bestiary, snippets of information about animals real and imaginary, along with illustrations, was, with the Apocalypse, the favourite subject of 13th century English scribes. This example, produced around 1355, has 12 illustrations and is probably the only English bestiary still in private hands.

The auction totalled £5.1m. A Christie's furniture sale a continental collector paid £198,000 (top estimate £20,000) for a gilt-metal-mounted tortoiseshell and ebony biblioblique basse, perhaps made by Boulle.

Antony Thorncroft

## Enhancement Fund gets off the ground

December 17 will be the crunch day for many of the leading arts companies in the UK. It is the day on which the members of the Arts Council will confirm both the grants for its clients in 1991-92, (which are expected to show an across the board increase of 8 per cent), and the distribution of the £22.5m Enhancement Fund.

The Fund was the idea of the departed Minister for the Arts, Mr David Mellor. He saw it as a way of rewarding special achievement in the arts but it was quickly interpreted as a means of bailing out those major arts companies with substantial deficits, notably the Royal Opera House, Covent Garden, with a shortfall of over £4m and the Royal Shakespeare Company, which is well over £2m in the red.

Yesterday the secretary general of the Arts Council, Mr Anthony Everitt, announced the criteria for receiving Enhancement money and made

it clear that it would not be concentrated on companies with deficits. Any client receiving aid, and it will all be earmarked at one go, will have to satisfy the Council that it will give an improved artistic return, will raise matching money from other sources, and will balance its budget within three years.

These may be difficult conditions for the Royal Opera House, for one, to meet, although the RSC is expected to get a substantial extra grant.

The Tate Gallery announced yesterday that it is reviving the Turner Prize, but with fresh criteria. The Prize money is to be doubled to £20,000 and will go to a British artist under 50 who has had an acclaimed exhibition of his work in the previous year. It is to be sponsored by Channel Four.

A.T.

## ARTS GUIDE

## MUSIC

## London

Chamber Orchestra of Europe conducted by Gennadi Rozhdestvensky perform Britten and Stravinsky (Fri, Sat, Sun, 8pm). The Philharmonia conducted by Giuseppe Sinopoli play Mahler's eighth symphony (Fri). Royal Festival Hall (925 8300). Detail Beethoven plays Bach's Goldberg Variations (Sun). Barbican Hall. London Symphony Orchestra conducted by Mariss Jansons play Shostakovich's seventh symphony (Sun). Barbican Hall. Chamber Orchestra of Europe conducted by Gennadi Rozhdestvensky play an all Shostakovich programme (Mon). Barbican Hall. English Chamber Orchestra conducted by Jeffrey Tate play Beethoven (Wed). Barbican Hall. London Symphony Orchestra conducted by Mariss Jansons play Beethoven and Strauss (Thur). Barbican Hall.

## Paris

Ismae Cohenbaris Farwell (Mon). Salle Gaveau (463 00 07). English Chamber Orchestra conducted by Jeffrey Tate, Mitsuko Uchida, piano; Beethoven (Mon). Salle Gaveau (463 00 07). Quatuor Arditi, Brenda Mitchell, soprano conducted by André Richard, Freiburg/Breisgau Vocal Ensemble conducted by Diego Masson; Brian Ferneyhough (Mon). Auditorium Chatelet (236 13 27). Nikita Magaloff, piano; Chopin (Tue). Salle Pleyel (463 88 73). Quatuor Arditi, Rene Mayes, Clarinette conducted by Diego Masson; Brian Ferneyhough

(Tue). Auditorium Chatelet (423 61 390).

Nicolas Ceylan (Tue, Thur).

Ville Cavaud (463 00 07).

Orchestre de Paris conducted by Semyon Bychkov, Daniel Barenboim, piano, Tchaikovsky (Wed, Thur). Salle Pleyel (463 88 73).

Quatuor Arcana: Dutilleul, Herant, Messiaen (Thur). Auditorium Chatelet (423 61 390).

Antwerp

Royal Flanders Philharmonic conducted by John Nelson, with Gulistan Onay (piano), Rouse, Saint-Saens, Mussorgsky, Rachmaninov (Fri). Koninklijk Elisabethzaal.

Collezione Vocale Orchestra and Chorus conducted by Philippe Herreweghe, with Barbara Schlick (soprano), Gerard Lesne (counter-tenor), Howard Crook (tenor), Peter Koo (bass), Bach's Cantatas No 105 and 131 and fifth cantata of the Christmas Oratorio (Thur). De Singel.

Brussels

RTBF Symphony Orchestra conducted by Robert Castels with Jean-Claude Van den Eynde (piano), Johan Schmidt (piano), Lucie, Gysling, Michel, Mozart, Mendelssohn (Sat). Maison de la Radio.

La Petite Bande conducted by Sigiswald Kuijken, Bach's Brandenburg Concertos Nos 3-6 (Tues). Palais des Beaux-Arts.

Orchestra Chamber Orchestra and Chorus conducted by Dominique Jonckheere, with Marie-Paule Fayt (soprano), Els Crommen (soprano), Jean-Guy Devienne (baritone), Axel Everaert (tenor). Handel and Musset

(Tue, Wed). Conservatoire Royal de Musique.

## Amsterdam

Radio Philharmonie conducted by Ruit Gershtal, with David Pittman Jennings (baritone), Loschshin, Shostakovich, Concertgebouw (Sat).

Netherlands Chamber Orchestra with Robert Hill (bass), Antoni Ros-Marba conducting, Beethoven, Bach, Schoenberg, Concertgebouw (Sat).

Utrecht

Tokyo Quartet, Beethoven. Vredenburg (Mon).

Royal Concertgebouw Orchestra. Klaus Tennstedt conducts. Schöenberg, Mahler. Vredenburg (Thur).

Chicago Blues Festival. Vredenburg (Thur) (81 45 44).

Florence

Alexander Lazarev conducting works of Prokofiev and Tchaikovsky (Fri, Sat, Sun). Zubin Mehta conducting Brahms, Vivaldi and Bartok (Thur). Teatro Verdi (212320).

Rome

Giuseppe Gualandi conducting works of Brahms and Schubert (Sat-Sun). Auditorium in Via della Conciliazione (6541044).

Berlin

Berlin Philharmonic and pianist Maurizio Pollini under Claudio Abbado in Beethoven and Bruckner (Sat, Sun). Philharmonie.

## Frankfurt

Katia Ricciarelli (soprano) and pianist Vincent Scaleria with songs by Rossini, Verdi, Donizetti, Liszt, Ravel and Tosti (Mon). Alte Oper.

Frankfurt Radio Orchestra under Sylvain Cambreling with Frank Peter Zimmermann (violin) play works by Berlioz, Weber, Berg and Beethoven (Thur). Alte Oper.

Cologne

Tokyo String Quartet, Schubert, Zemlinsky and Beethoven (Tue). Philharmonie.

Maurizio Pollini piano recital with works by Beethoven, Webern, Boulez (Thur). Philharmonie.

Madrid

Spanish National Orchestra conducted by Walter Weller, Tchaikovsky, Lisner, Brahms (Fri). Auditorio Nacional de Musica (337 01 00).

Andres Segovia Chamber Orchestra conducted by Jose R. Encinar, Garcia-Abril, Boccherini, Araceli, Haydn (Fri). Auditorio Nacional de Musica (337 01 00).

Barcelona

Orchestra Ciutat de Barcelona conducted by Bryden Thomson, with Laura Calk (piano), Elgar, Chopin, Rachmaninov (Fri, Sat, Sun). Palau de la Musica Catalana (268 10 00).

New York

Philadelphia Orchestra conducted by Christoph Eschenbach, Mozart, Bruckner (Tue). Carnegie Hall (247 7400).

Chamber Music Society of Lincoln Center directed by Fred Sherry, Schubert, Brahms, Mendelssohn (Tue). Alice Tully Hall, Lincoln Center (874 6770).

Eugene Istomin piano recital. Beechoven (Wed). Carnegie Hall (247 7400).

Orchestra of St. Lukes conducted by Roger Norrington, Mozart, Haydn, Beethoven (Wed). Avery Fisher Hall, Lincoln Center (874 6770).

Arioso Ensemble with Taru Valjakka (soprano), Byström, Kaifmann Hall (415 5450).

New York Philharmonic conducted by Samuel Wong with Vladimir Feltsman (piano). Schmittke, Rachmaninov, Shostakovich (Thur). Avery Fisher Hall, Lincoln Center (874 6770).

New York Philharmonia conducted by Robert Johnson, Beethoven (Thur). Merkin Hall (382 8719).

Washington

Chamber Music Society of Lincoln Center directed by Fred Sherry, Schubert, Brahms, Mendelssohn (Wed). Concert Hall, Kennedy Center (467 4600).

Symphony conducted by John Eliot Gardiner with Joshua Bell (violin). Chamber, Schumann (Thur). Concert Hall, Kennedy Center (467 4600).

Chicago

Chicago Symphony Orchestra conducted by Erich Leinsdorf with Adolph Herseth (trumpet), Copland, Hummel, Prokofiev (Thur). Orchestra Hall (435 8122).

## CHANNEL ISLANDS

The FT proposes to publish this survey on December 19 1990. It will be of particular interest to the 83.4% of the professional investment community in the financial Institutions throughout Europe who are regular FT readers. If you want to reach this important audience, call Brian Heron on 061 834 9381 or fax 061 832 9248.

## FT SURVEYS



# FINANCIAL TIMES

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Friday November 30 1990

## A taxing time ahead

THE US ECONOMY is now on auto-pilot. After three quarters of slow growth, the economy appears to have slipped into what Mr Alan Greenspan, Federal Reserve chairman, has called a "meaningful downturn" in the final quarter of the year. The priority for policy is not this immediate danger, however, but the longer term one of inadequate savings.

Even in the short term the main threat to US economic stability is less the threat of recession than investors' fears that the US authorities are indifferent to sustained dollar depreciation and inflation. The dollar has already depreciated markedly against both the yen and the D-mark in recent months. The consequent rise in import prices, added to higher oil prices, has raised fears of inflation. But the US cannot afford to be indifferent to the perceptions of the international investors on whom it relies to fund its current account deficit.

The relatively low proportion of imports in Gross National Product may reduce the inflationary implications of higher costs. None the less, as short-term interest rates have fallen, yields on long bonds have risen, a combination that suggests a build-up of inflationary expectations.

The perception that the US authorities are oblivious to inflation and that the dollar could provoke a crisis of confidence in the dollar. Higher interest rates might become necessary to persuade international investors to hold on to their US assets. These could convert a moderate downturn into protracted stagnation.

### Consumer gloom

Americans, as voters or consumers, tend to fluctuate between extremes of optimism and pessimism. So it is doubtful whether the gloom evidenced by recent consumer surveys would be lifted even if the Fed were to risk a cut in interest rates in an attempt to reverse the current downturn. The gloom may be misplaced. Employment has fallen, spending is down while banks are wary of making new loans, even to their reputable custom-

ers. But, according to the OECD's latest report on the US economy, there is little evidence of a broadly based squeeze on credit. The growth of aggregate non-federal debt over the past two years has, in fact, remained at, or just above, the nominal growth rate of the economy.

### Positive real growth

The OECD forecasts positive real growth next year. The real US exchange rate, adjusted for changes in relative unit labour costs, has fallen by an effective 18 per cent since 1980. Greater export competitiveness has contributed an average 0.5 percentage points to economic growth in recent years. The current account deficit remains high, at an estimated \$90bn (down from a peak of \$182bn in 1987), despite the strong export performance. The deficit reflects the gap between domestic investment and national savings. A depreciation of the exchange rate would only lead to a reduction of the deficit to the extent that the extra export earnings were saved.

The household savings rate has, in fact, increased as a percentage of disposable income, to an estimated 5.3 per cent in 1990, up from 3 per cent in 1987. Yet two thirds of the export gains in recent years have been offset by higher imports. If savings are not increased further, any reduction in the current account deficit could only come at the expense of domestic investment. Alternatively much of the benefits of domestic investment will continue to flow abroad. Net interest payments abroad already constitute 3.3 per cent of GNP.

The best way to raise future US living standards and so tackle the most important item on any agenda for economic policy is to increase national savings. Piecemeal tax increases and spending cuts aimed at reducing the budget deficit will never provide a satisfactory solution. A federal consumption, or value-added tax, would penalise consumption whilst not distorting incentives to save or work. The US savings problem deserves such a response.

## Fudging the poll tax

THE FACILITY with which Mr Michael Heseltine, the new environment secretary, has been prone to unleash new policy proposals on to the world has tended, in the past, to provoke as much suspicion as respect among his parliamentary colleagues. Where the poll tax is concerned, he will no doubt meet with a less equivocal reception. The tax played a central part in unseating Mrs Margaret Thatcher and it still threatens to contribute to the departure of the Tories at the election. On that point, Mr Heseltine can probably be relied on to come up with a politically-dexterous short-term palliative for aggrieved poll tax payers. The more important longer-run question is whether he and Mr Major will seize the opportunity presented by Mrs Thatcher's resignation to promise a more fundamental review of the issues after the election.

The immediate problem, which remains unmitigated despite the 10 per cent increase in government grant proposed by Mr Heseltine's predecessor in Marsham Street, Mr Chris Patten, is the widespread and wholly accurate perception that the poll tax is unfair. The Tories will certainly find it expedient to establish a means of ensuring that the tax more adequately reflects the ability to pay, and recent debate in Whitehall has already touched on such possibilities as a surcharge on higher incomes and exemptions for the lower paid. For his part Mr Heseltine has offered a lengthy menu of reforms including the abolition of the shire councils, enforced local elections where poll taxes are set above Whitehall guidelines and the removal of education from local government spending.

### Complex administration

The trouble with such tinkering is that much of it is administratively complex and makes a nonsense of the original principle of a flat-rate charge. As for transferring financial responsibility for education to central government, the political pay-off is clear enough. On the assumption that the present central government contribution to local authority spending remains proportionately the same, the

net benefit for local authority spending would come to about \$8bn, or not far short of half the poll tax. That figure could then be lost in less sensitive areas of central government finance. And given the trend, under the Tories, to place more control over education in the hands of central government the change could be presented as logically consistent.

Yet it would also be cynical to an unacceptable degree. One of the more disturbing features of the Thatcher years has been the powerful tendency to centralise. To permit that impetus to be reinforced purely as a by-product of an attempt to salvage the poll tax would be absurd. The case for having education financed at central government level should be debated on its merits in the proper context. So, too, should the whole issue of local government finance.

### Property tax

The best way to address the less attractive regressive elements of the poll tax is to return to a genuine system of property tax that reflects imputed rental income or the capital value of the site of domestic dwellings. Not only is this more equitable than the poll tax; there is an incentive for a more efficient use of land and property that is wholly missing in the government's present proposals. Nor should it be beyond the wit of Mr Heseltine to address the problem of winners and losers arising from the initial rating valuation, through phasing or other nostrums.

As for the problem of local government accountability that the poll tax was intended (and has conspicuously failed) to resolve, the logical solution lies in financing mechanisms that extend rather than reduce local democracy. The answer may also lie in electoral reform, since excessive local spending by left wing authorities is often a reflection of first past the post voting in politically homogeneous areas, which awards politicians the doubtful benefit of elective dictatorship. A more public review of both the structure and financing of local government in which constitutional issues are squarely addressed is an urgent priority.

Germany goes to the polls this Sunday as Christmas lights and festive confetti go up on market squares across a country now spreading from the Rhine to the Oder. The first elections since 1933 for a united German parliament mark more than the coming of a new season; perhaps, the beckoning of a new age. Weak Germany? Dominant Germany? Placid Germany? Troubled Germany? The next four year legislative period will hold the key.

Chancellor Helmut Kohl - trailing heavily in the opinion polls only 18 months ago - has shown aplomb and unerring instinct in guiding the Germans' year-long passage to unity. He is odds-on favourite to remain in power at the head of the centre-right coalition led by his Christian Democratic Union (CDU). Yet, after riding the rapids of reunification, the chancellor will have to navigate a series of treacherous post-election shoals. The difficulties could be all the greater because for the first time in long-uninterrupted Mr Kohl's political life, his capabilities as a steersman are in danger of being over - rather than under - estimated.

West Germany's success in taking over the formerly communist eastern half of the nation represented the climax of outcome of the Federal Republic's stability and prosperity built up over 40 years. But unity was greatly facilitated by a fortunate constellation of circumstances which came into play over a much shorter period. Strong West German economic growth in 1989-90 provided the magnet for unity. The amassing of huge West German current account surpluses in the second half of the 1980s gave the means for financing it. And the weakness of the Soviet Union awarded Mr Kohl the opportunity of clinching unification without giving up the Federal Republic's links to NATO.

These three factors, combined with the timing of the election just two months after the merger on October 3, have made the chancellor unbeatable. His opponent, the unsentimental Mr Oskar Lafontaine from the Social Democratic Party (SPD), resembles a left-wing version of that other arch-practitioner of polarisation politics, the late Bavarian premier, Mr Franz Josef Strauss.

The SPD challenger, mounting a frontal assault against populism, has refused to let the words of the national anthem. He has no chance of turning the Germans' considerable angst over unity into a majority. But the likelihood that a third of Sunday's voters will go to the polls in sceptical fulfilment of Germany's national goal underlines how Germany is split over reunification. The gulf is particularly pronounced between the older and younger generations, and, of course, between east and west Germany.

Next year some of Mr Lafontaine's well-broadcast forebodings may be confirmed. German growth will falter as the result of a worldwide slowdown stretching out from the US. Germany's financial position, both external and internal, will deteriorate sharply as a result of the very large short-term costs of taking over a state of 16m people now perceived to have been a ruin.

Once the Warsaw Pact is finally dissolved over the next year, controversy between Germany and the US, Britain and France over NATO's future - especially over nuclear weapons in Germany - is only a matter of time.

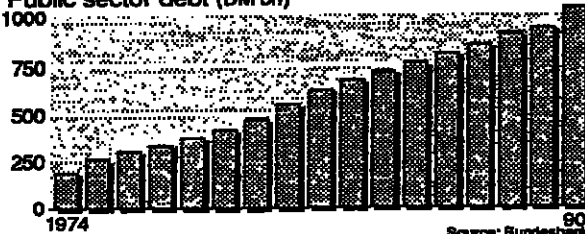
And if the centrifugal forces in the Soviet Union and eastern Europe gain strength, the weakness in Moscow which lubricated the arrival of unity could soon become a source of alarm. Germany this week has started to organise large-scale food aid to help the Soviet Union through a hard winter. Nothing more symbolises the ending of the cold war. But the breakdown of central Communist power could also herald political instability

## Helmut Kohl is set to win Sunday's all-German elections. David Marsh reports on the Chancellor's mounting problems

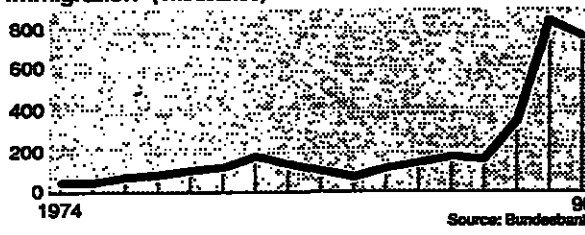
# Mixed blessings of victory

Germany as it goes to the polls (Schmidt took office in 1974, Kohl in 1982)

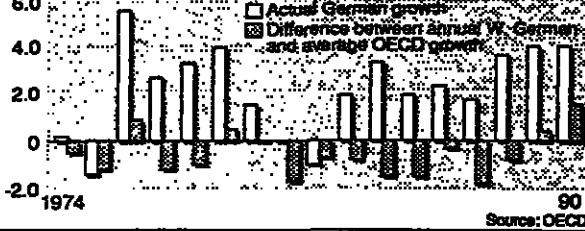
Public sector debt (DM bn)



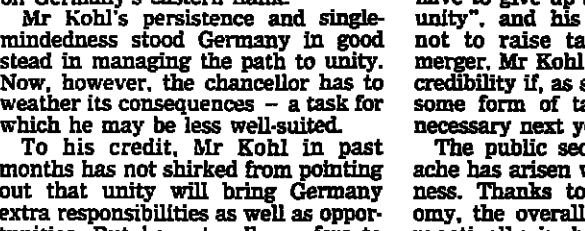
Immigration (Thousands)



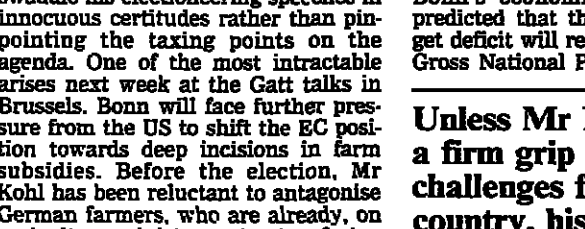
Real GNP growth (%)



Public sector subsidies (DM bn)



Current Account balance of payments (DM bn)



Source: OECD

Source: Federal Statistics Office

Source: Federal Statistics Office

Source: Federal Statistics Office

Source: Federal Statistics Office

Source: Federal Statistics Office

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Source: Federal Statistics Office

have to give up anything for German unity, and his continued promises not to raise taxes to finance the merger, Mr Kohl risks a steep dive in credibility if, as seems almost certain, some form of tax increase becomes necessary next year.

The public sector borrowing headache has arisen with extreme suddenness. Thanks to the buoyant economy, the overall budget in 1989 was practically in balance. This month Bonn's economic advisory council predicted that the public sector budget deficit will remain at 5 per cent of Gross National Product at least until

Unless Mr Kohl takes a firm grip on the challenges facing the country, his position - and Germany's - will soon start to look a lot less secure

1995 unless spending is cut by up to DM100bn a year over this period.

One senior German government official says soberly that the task of cutting the deficit is more difficult than the public spending crisis which helped precipitate the fall of Chancellor Helmut Schmidt, Mr Kohl's predecessor, in autumn 1982. He adds that Germany's massive current account surplus is due practically to disappear in 1991. And he admits that taxes will indeed have to be raised if Mr Theo

Waigel, the finance minister, fails to implement unpopular spending cuts next year. Commenting on the effects on international capital markets, the official says: "We have a high stock of trust placed in us. We have to go carefully with it... it would be no service for the world if suspicion grew of German financial permissiveness." The official was speaking on the understanding that he should not be quoted. The firm cotton wool pad around the government's pre-election pronouncements on the economy has prevented anything as draconian as this being said in public.

Confidence in Mr Kohl's leadership has undoubtedly grown at home and abroad. This is especially so in eastern Europe, looking to the Germans for a lead out of post-communist chaos, and was underlined by the visit this month to Germany of the prime ministers of Poland, Romania, and Czechoslovakia. But Mr Kohl will not be well-placed to push through tough decisions. Although he has reaped a clear unity bonus, on the domestic front the chancellor is still neither well-liked nor well-respected.

The CDU chalked up notable election victories on March 18 for the east German parliament, and on October 14 in four out of five state elections in the new east German Länder. But, otherwise, Mr Kohl's party increased its share of the vote in only two of the 12 west German state and national polls since the last general election in January 1987. Opinion surveys this week indicate that the Christian Democrats, together with their Bavarian partners, the Christian Social Union

(CSU), are likely to lose ground compared with the 44.3 per cent score in West Germany four years ago. This result itself was the conservative parties' lowest since the first West German general election in 1949. In Germany's proportional representation system, this translates directly to loss of decision-making clout.

The relative weakness of the expected CDU/CSU performance - in spite of a lead of about 10 percentage points over the SPD - reflects the further fragmentation of German politics since 1987. The sturdy showing of the Free Democratic Party (FDP), junior partner in the coalition, which is expected to poll about 10 per cent, together with the continuing minority appeal of the Greens' ecology party, reduces the share of votes and seats accruing to the Volksparteien (people's parties), the CDU and SPD. So too does the campaigning presence of the far-right Republicans and the former East German Communist party (PDS), which will together wear away the fringe vote on the left and right.

Germany's federal political system has been a four decade success story. But unification and the sharp economic differences east and west of the Elbe will make federalism more cumbersome and less effective. Mr Kohl faces four more state elections next year and two in spring 1992 before a two-year pause up to spring 1994. The CDU/CSU has a precarious 35 to 33 majority over the SPD in the Bundestag, the Länder parliaments which have veto rights over much key legislation, including all tax laws. Mr Kurt Biedenkopf, a long-time Christian Democrat rival to Mr Kohl, is the new premier of Saxony in east Germany. He has already warned that the CDU-run east German states will stoutly defend their own interests.

Next year is likely to see confrontation between Bonn and the Länder over Mr Waigel's demand for more regional help towards defraying the costs of unity. In particular, Mr Waigel wants to see the Länder, mostly conceded in the summer to freeze until 1992 the share of value added tax revenues accruing to the Länder. The SPD-led states have already signalled stiff resistance. One emotive problem remains the financial burdens on local government in the west caused by heavy immigration. The overall influx into the west of ethnic Germans from eastern Europe and asylum-seeking refugees has totalled an unprecedented 1.6m people since January 1989.

The difficulties in the old Federal Republic pale into insignificance, however, compared with those in the east. The government and the new Länder are making out a stab at tackling a host of tasks ranging from cleaning up the environment to reforming the judicial, education and health systems. Reflecting a combination of a fiercely contracting economy and strains with organised labour, pain cannot be avoided. This week's strike by employees of the overmaned east German state railway in support of higher wages and a no-redundancies pledge is a sign of new tension with the trade union. Government employers have meanwhile denounced the unusually high 10 per cent pay demand for 4.6m public sector workers lodged last week by the OTV public service trade union.

The main question for Sunday night surrounds not the election result, but how long Mr Kohl's new government will last. The chancellor himself is realistic enough to know how quickly political success can turn sour. After the near-assassination in October of his crown prince, Mr Wolfgang Schäuble, the interior minister - who made a brave return to the cabinet on Wednesday in a wheelchair - Mr Kohl has no obvious successor within the CDU. But unless the chancellor takes a firm grip on the challenges facing the country, his position - and Germany's - will soon start to look a lot less secure.

## Fresh Job for Reuters

Hard-bitten ex-Reuters hands have always been rather snuffy about their old employer, suggesting that one of the best ways to ensure a safe job in Reuters' top management was to be a failed journalist. However, this is hardly the case of the 49-year old Peter Job, who has been appointed to take over from Glen Renfrew as chief executive of one of the world's most successful companies.

He joined Reuters in 1983, after Oxford, and worked as a journalist around the world, before transferring to the business side in 1974. He made his name masterminding the company's profitable growth in Asia, in particular helping get the monitor, the key to Reuters' huge business success, into Tokyo.

Nevertheless, his appointment has still caused some surprise. It bears the firm imprint of the outgoing chief executive, Glen Renfrew, who in turn surprised many when he beat Michael Nelson, for the top job in 1981.

For several months, as Reuters' share price has collapsed since the firm's mounting delays on new product launches, and subscriber cancellations, there has been growing speculation that the 68-year old Renfrew would soon be retiring. There was even a rumour that Martin Taylor, chief executive of Courtlands Textiles and a protégé of Sir Christopher Hogg, the Reuters chairman, might be brought back into a company where he first trained as a journalist.

However, the real unlucky losers are André Villeneuve, in charge of Reuters America, who once appeared the coming man but has like everybody else found it difficult to make big profits out of America; and David Ure, the silent power in charge of Europe.

The big question now is whether the new chief executive has the all-round percep-

tiveness to see, Walter Wriston-like, the future of a fast-changing industry. This has always been the great strength of Renfrew, who has orchestrated Reuters' development into one of the most feared competitors in its field.

But its rapid growth has resulted in a bloated company, badly in need of some attention. Next Tuesday, US investors, who are nursing heavy losses on Reuters shares, will get a first chance to see whether Peter Job is up to the task, when he stands up at the annual investor presentation in New York.

### Political punts

"Always back the outsider of three," the saying goes. Like so many words of wisdom attributed to the bookmakers, there is always a sneaking suspicion that they are dreamt up by the bookmakers to fleece the legions of mug punters.

The 14-1 offered on Mr Douglas Hurd shortly before the off in Tuesday's Downing Street Hurdle looked enticing but, as so often with an apparent "good thing", he came unstuck at the first flight. It must be said, though, that the eventual winner was, briefly, the outsider of the three runners.

Another adage has it that "the bigger the field, the bigger the certainty". Last week, when the number of runners was unknown and the theoretical field was 372, our new prime minister was out with the washing at 33-1.

After Tuesday's result, bookmakers were crying over their bulging satchels, claiming they were preparing to pay out £1m in the wake of Mr John Major's victory. Certainly there was an inspired punt by an overseas supporter of the former chancellor, who placed two bets of £10,000, one at 6-4 the other at 5-4, with Ladbrokes.

## OBSERVER



"Leaving school at 16 did nothing for me."

However it should not be forgotten that the bookies' coffers were awash with cash lost on Mrs Margaret Thatcher, having taken individual bets alone of £20,000, £15,000 and £10,000 about her retaining the premiership. It must also be remembered that the bookies were decidedly wary about long-time favourite Mr Michael Heseltine. On Sunday, as money reportedly flooded in for the new environment secretary, William Hill described him as "the man we fear".

Some punters, of course, never give up. One gambler has already placed a 250 bet at 200-1 that the Tories will reinstate Mrs Thatcher as premier next year.

### The big sweat

If the indefatigable Richard Branson gets as much publicity for his second attempt to cross the Pacific in a balloon as he normally does, then the world is going to be seeing a lot of Pocari Sweat. Mr Branson will be swinging along under this curious title, which

is printed on the outside of the basket underneath a big Virgin. What else?

Although it sounds like a mysterious elixir collected from the hide of some exotic beast, Pocari Sweat is merely an isotonic soft drink developed 10 years ago by Japan's Otsuka Pharmaceutical. It has become hugely popular. Otsuka says Pocari was composed from the words power, care and alkali (which sounds like "arukari" in Japanese) and sweat added an athletic feeling. Although the name is somewhat off-putting to those whose mother tongue is English, it has no such negative resonance for Japanese drinkers.

Similarly, people in Taiwan, South Korea and Indonesia, where it is now produced, may not be put off by the name. But I was surprised to learn that it has become popular in Ireland following an Irish rugby tour to Japan a couple of years ago.

### Mrs Robinson

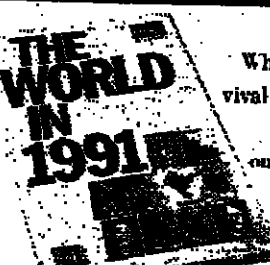
Mrs Mary Robinson is due formally to be inaugurated as Ireland's first woman president on Monday. There are some who forecast it will not be long before constitutional crises erupt as Mrs Robinson takes on the male dominated Irish political establishment. But so far all is apparently sweetness and light.

The government led by Mr Charles Haughey, not a great Robinson fan, has agreed to a six fold increase in the President's entertainment expenses. Mind you, some readjustment was long overdue. Till now Irish pounds 15,000 was all the expenses spending allowed to an Irish President each year.

### Small craft

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But there will be a race for it. PUBLICATIONS



An unscripted remark by Britain's prime minister keeps running through my head. "By and large," said Mr John Major when we conversed on Monday, before he got his new job, "events are the greatest single determinant of policy over any measurable run of years." Do not trouble yourself to analyse this passing truism, produced in rapid answer to an unimportant question. It would be unkind to pin the precise words on the man who uttered them. It would be wrong to tease him for their banality. The general thrust his sentiment conveys is what keeps haunting me.

For it is further evidence that we are now governed by a Conservative party in which ideology, vision, conviction are no longer to be the principal driving forces. The effects of those admirable characteristics, as expressed over the 1980s, may linger for a while, but the vision is dying down. We do have an alternative - a Labour party in which conviction, vision and ideology are three years dead.

When you think about it, this is not particularly surprising. Labour lost three elections in a row because it was burdened by unpopular policies. These now seem eminently forgettable. The extra-legal powers of trade unions, unilateral disarmament, sullen hostility to the European Community, a fundamental shift of power to the working classes and so on. The socialist agenda has been discarded, what remains is a managerial team, hoping to sell itself to the electorate as a better set of managers than the Tory one.

Much the same has happened, in speeded-up motion, to the Conservatives. Until a fortnight or so ago it had become increasingly apparent that they were sliding from what had seemed like a pinnacle of invulnerability immediately after the 1987 election towards slaughter by the voters some time before June 1992. The primary reason is that they got their economics wrong, but the secondary reasons are of great importance. The poll tax was described by the former prime minister as her "flagship". In truth it is a distillation of the essence of loopy new right theology, prepared by some of the captive mad scientists. She swallowed the deadly potion, and, in the public mind, became transformed. Meanwhile, another group of passionate fanatics, the Eurosceptics, fed her imagination and played sordid background music to her more discordant declamations.

The consequence was that the lady herself became the embodiment of the Conservatives' unpopular policies. It was not so much to make too much of this last week, but the cold fact is that many people rejoiced at the news that she was no longer to be prime minister, probably more than the number who shed tears. The polls show it; their evidence is given colour by anecdotal evidence about entire classrooms of school children cheering loudly, in this sense her resignation is of the same order of importance for the Tories as the policy review was for Labour.

## POLITICS TODAY

## Now events, not vision, will be driving policy

By Joe Rogaly

In short, both parties have rid themselves of their unpopular elements. Neither has come up with a fresh central objective, a flag, an ideal with which to inspire their followers. The Labour party does represent a tendency to favour public provision of goods and services where the market is inadequate, and the Conservatives will surely continue to nibble away at the frontiers of the state, while Mr Major will argue the virtues of a classless society. Big deal. As to inspiration, as to philosophy, as to formulating aspirations for the British polity in the coming century, both offer next to nothing. Events are to be the determinant. What we now have for two-party politics is a pair of soulless organisations managed by zombies in grey suits.

The consequences need not be all bad, not if you narrow your focus from considerations of our national identity down to practical, everyday issues. Take schools. Yesterday's Daily Telegraph education secretary, Mr Kenneth Clarke, is quoted as saying that the problem we have to address is: "How to raise standards in the state system so that no one need feel they have to send their children to an independent school or move house to be near a decent comprehensive."

I have not heard a Conservative education minister saying that before. I rang his department to check. Yes, he said it, and, yes, he believes it. So do I; I have been of the same opinion for a quarter of a century. So is the Labour education spokesman, Mr Jack Straw, who has been saying it for years. He repeated it yesterday. "I want to make state education so good, far fewer parents will feel pressured into going private," he said.

Following a seminal address by Sir Claus Moser at the British Association for the Advancement of Science, Mr Straw's prolonged efforts to bring education to the forefront of political debate have begun to bear fruit. It was at the top of the list at the recent Labour party conference, and it has become a matter of prime public concern. On Monday a fresh Labour pamphlet will be promoted by Mr Straw, with the backing of the party leader, Mr Neil Kinnock. It will be pleasant to have the opportunity, and grateful to be seen taking an initiative. The promotion will be part of a concerted effort by Labour to get itself back in the news and therefore higher in the



opinion polls, following weeks in which the affairs of the Conservatives have obliterated everything else.

There may be headlines about Labour's opposition to city technology colleges, opted-out schools and assisted places for public schools, all of which it regards as bastions of privilege, or a waste of money. The underlying story is that Mr Straw would modify the national curriculum, maintain testing (albeit as a means of helping children rather than sorting them by ability) and seek to raise the standards of teaching. He would also aim for better-managed schools: heads would be assessed, just like teachers. Bad teachers would be sacked. Local authorities would be obliged to monitor their own and their schools' performance. There are a great many specific proposals to this end.

I am not sure with what degree of verve Mr Clarke will promote opting out and city technology colleges now

that we have a new prime minister, but whatever happens in that area is marginal. The priorities for the government, as for Labour, must be: improvement of the curriculum, the teachers and the management of schools. If the minister accepts that, as I hope he does, he will not be out of tune with what Mr Major said on Monday was his own approach.

This means that whatever the differences of detail, whatever the political skirmishes Labour and the Conservatives (I'll get back to the Liberal Democrats another day) are at least debating the right issues when it comes to education. Most voters will take the word of the party seen as likely to provide the most cash to back up their schemes. It is easier for Labour to promise more spending than it is for the Tories: Mr Major has limited money to put where his mouth is. Yet in getting to the heart of what parents want, and saying it

well, the bluff Mr Clarke will be a difficult opponent for Mr Straw to outjaw.

Education strategy is not Mr Kinnock's largest problem. Health and education are Labour territory; most voters instinctively believe the Conservatives to be unenthusiastic about them, as about other social services. The Tories have sharply increased spending on the welfare state, but they cannot reap a political reward. It is the same in reverse with crime: however much of it there is, and however public concern rises, the belief is that the Tories are more reliable in these matters than Labour. Only an outbreak of over-enthusiasm on the part of the new home secretary, Mr Kenneth Baker, could turn the tide of opinion the other way.

Mr Kinnock's problem, his handling of himself apart, is Europe. His "shadow cabinet" has taken on board a paper on economic and monetary union that appears to accept the inevitability of a single currency. It rules out a two-speed Europe, argues for British participation in the forthcoming negotiations, and lists a number of conditions for moving forward on a slow timetable, such as economic convergence, the accountability of the proposed new Eurofund to the assembled finance ministers of the member states, and so on. Eurofund would be sited in London.

There is an effort to have it all ways. "Closer integration within the community and progress towards monetary union must not be allowed to prevent 'widening' of the Community," says the Labour paper, going on to welcome Efta countries and, in due course, the east Europeans.

This is all clever-clever stuff, and it seems to outflank Mr Major. Politically, pro-Europe probably appeals to more voters than anti-Europe. Mr Major's willingness to do a deal but his insistence on rejecting an "imposed" single currency may be tilted an extra degree anti-European by Mr Norman Lamont, the new chancellor of the exchequer. At worst, that could make the deal fall apart. The result: another walk away from the 11 other members of the EC, and a further split in the Conservative party.

This is not impossible, but the process is as fraught with danger for Mr Kinnock as it is for Mr Major. The Labour paper shows how careful and circumspect the opposition party has to be to keep itself together on this matter. You may argue that the Bruges tendency among Conservatives is so coherent, and so powerful that it could wreck any carefully constructed Tory compromise. Maybe. But maybe not. Mr Major, who turned the Madrid conditions for entry into the exchange rate mechanism from a blocking device into a door-opener by the simple use of wessel words, may well repeat the trick towards the end of the intergovernmental conference. He knows that when it comes to Europe fudge is the right cement for the Tories. He will apply it liberally but, as he well knows, events will determine the outcome.

## LOMBARD

## The wrong way to privatise

By Barry Riley

One of Thatcherism's characteristics was its tendency to over-politicise social or commercial transactions. Nowhere has this been more apparent than in the privatisation programme. It looks as though, in selling off the electricity distribution industry, the government is bent on a re-run of the extraordinary excesses of the water industry flotation a year ago. Many hundreds of thousands of applications will flood in for each of the 12 companies. It can be assumed that hating a stock market collapse before December 5, when the issue closes, most allocations will be scaled down to between 100 and 500 shares each.

There will be no possibility that a serious long-term investor could buy a sensible holding in a single company of say £5,000 to £10,000. Thus the offer is being turned into a stag's party.

Those who want to promote private share ownership as a serious and responsible element of the savings industry can only be affronted by the manner in which the government is persistently sending out all the wrong signals. Privatisation could have been mounted in a way which would have encouraged private sector companies to follow suit. Instead, they will be repelled by the spectacular and extravagant blizzard of paper.

Stockbrokers and newspapers are advising their clients and readers that the best way of making money out of the electricity privatisation is to apply for small stakes in every company on behalf of not only themselves but also as many family members as they can legally speak for. A family of four could thus wind up with 48 separate tiny holdings.

But a serious investor who wants to put £5,000 of electricity shares into a personal equity plan will have great difficulty in knowing how many to apply for, bearing in mind the inevitability of scaling down.

applies in parallel on behalf of family members and then later consolidates the allocations into his own pep he may lose the benefit of incentives, like bonus shares. Surely it would be much more sensible to encourage people to invest in savings schemes. They could sign up, say, for a £50-a-month five-year plan, convertible into electricity shares at maturity. Prudent investment would be rewarded, and a speculative scramble avoided. After five years investors could consider calmly whether to take a profit or hold for the longer term.

However, such an approach would not achieve the government's apparent objective of the creation of millions and millions of new - albeit often temporary - shareholders. Nevertheless, if the government wants to be serious, rather than just gimmicky, about encouraging wider share ownership, it must take into account the microeconomics of running an individual's equity portfolio. Each holding must be of reasonable size, preferably of several thousand pounds, to avoid proportionately excessive dealing charges, and there must be enough separate investments (ideally 10 or more) to provide a prudent degree of diversification. Twelve investments in electricity "discos" cannot provide this spreading of risk.

Whereas it looks as though 500 shares may be the maximum allocation, it would have been much better, if 1,000 shares, fully-paid, had been the minimum. This might have been seen as discriminating in favour of the wealthy, but the point is that only the relatively well-off should be investing in shares in the first place.

Ways should be devised - profit-sharing, deferred dealing provisions and so on - of ensuring that the buyers could not immediately take their profit in a provocative way. If the government were really determined to be fair it should give the shares away.

Mickey Mouse allocations in response to over-stimulated demand cannot create a stable shareholding culture. Instead they will perpetuate the idea that share ownership is a form of gambling for the greedy.

## LETTERS

## How the mighty have fallen

From Mr David Jones.

Sir, Those of us who have been victims of the short-termism and arrogance of the large investment institutions cannot but have a wry smile at the discomfiture of the latter.

It has been written that, were an industrial company to suffer losses of about £250 million in an ill-judged diversification, the institutional shareholders would be questioning the chairman's future, and probably that of other directors as well.

This would certainly have been true where the company concerned:

■ Bought at the peak of the market cycle at excessive prices;

■ Failed to ensure that key staff were bound by firm contracts with strong non-competition clauses; and

■ Scrapped the brand names so expensively acquired, and tried to replace them with an expensively acquired, new, artificial corporate logo.

It is ironic that all these mistakes, and more, were perpetrated by a management that had adopted the assumed panacea of separation of the roles of chairman and chief executive.

Is it too much to hope that those institutions will go back to selling insurance, or whatever, and leave commercial investment and active management to experienced professionals?

David Jones,  
3 Moor End,  
Eaton Bray,  
Dunstable, Beds.

## 150,000-an-hour dilemma for traffic chief

From Dennis Hawkins.

Sir, If traffic flows on the M1 are peaking at 150,000 vehicles per hour ("Putting the brakes on road traffic," November 28), I do not envy the position of the incoming transport minister.

Dennis Hawkins  
survey manager,  
Vincent Knight Traffic Consultancy,  
108 Kingston Road,  
South Wimbledon, SW19

## New thinking needed to beat recession

From Mr Ashley Mote.

Sir, The depth and nature of the recession now hitting British industry is generating problems and hardship of a kind not seen in recent times. New attitudes and remedies will be needed to deal with them.

Despite current political optimism, this recession is likely to be longer and deeper than most. It is being led by company failures, not by massive increases in unemployment - yet we are now tied to Bundesbank policy, and the interest rate and inflationary pressures emanating from eastern Europe. The French had a hard enough time linking the franc

to the D-Mark; our experience is likely to be worse.

These, and other global forces outside government control, will in all likelihood make this a granddaddy of a recession. We have not seen forces like these at work on such a scale since the 1930s.

There are two consequences which need addressing if this present down-turn is to be controlled, and a collapse of industrial and commercial enterprise avoided.

First, the banks and building societies - despite the pressures already on them - should recognise the extraordinary and uncomfortable position of responsible borrowers

who have risked everything to start or expand a business, and who now find themselves with government-inspired increases in costs, turnover vanishing, and no income to meet their obligations. Estate agencies are becoming swamped with homes up for enforced sale. A nationwide fire sale will do nobody any good.

Secondly, when things return to something like normal - and that might be some time yet - a large number of this generation of entrepreneurs will have been lost to the country, and the following one will be a great deal more cautious.

There are now thousands of enterprising individuals with little prospect of work in the present climate, debts that will perhaps take years to settle, and years of effort wasted. There ought to be means of helping them back from the abyss, and harnessing all this talent and experience.

Does it really make sense, for example, for Customs and Excise to demand huge personal guarantees from people trying to start again, based on theoretical VAT outstanding from a previous business, which was perhaps many times bigger? Yet that is what they are doing. What kind of insight is that? Is government to be excluded from the consequences of this recession?

There is much rethinking to be done. We are in uncharted waters. The banks might find it in their own interests to develop the resources and experience to help. They were keen enough to help enterprise on the way up; there is an even greater need to manage the way down.

Ashley Mote,  
Overdeans Court, Dippenhall,  
Farnham, Surrey

## Time for bottom-up development

From Mr Martin Vile.

Sir, Money cannot be taken out of the "arena of politics" ("Mrs Thatcher and EMU," November 2) by being made the responsibility of institutions formally independent of governments, any more than the EC Commission can be considered an apolitical institution by virtue of the formal independence of its members. Money creation, interest rate policy, exchange rate policy, and surely by necessary extension, budgetary and therefore fiscal policy, do not simply "facilitate the welfare of citizens" - they determine it, both in aggregate and, as important in relative terms as between one group and another.

Moreover, to treat monetary stability as such as the supreme goal is itself a subjective value judgment, not a truism. The stability is seen as a key component of success. But it did not deliver acceptable broader economic performance

in pre-war UK; there have been conspicuous post-war examples (e.g. Italy) of high inflation, high productivity, high growth economies. Like most important and difficult issues, economic issues are multi-dimensional, and therefore a matter of judgment, priority and preference (and therefore politics) not susceptible to determinism.

For 30 years, political, academic and press opinion in the UK has pursued a succession of top-down fashions to distillate the UK economy - incomes policies, monetary targets, now a return to fixed exchange rates. Long-term progress seems unlikely without the bottom-up development of the necessary values which will enable price-stability to be (and to be seen to be) in the self-interest of the generality of individuals as well as in the interest of the greater community.

Martin Vile,  
12 Copley Park,  
Streatham, SW16

## Steely response to Cement Association claims

From Dr Derek Turdoff.

Sir, Mr M. Clarke, Marketing Director for the British Cement Association ("Steel has been featherbedded long enough," November 28) claims to have a "growing feeling" that concrete has reversed steel's market share trend and "firm evidence" that it is cheaper and quicker to build in concrete than in steel. The facts are that over the past decade clients have recognised the merits of building in steel to such an extent that over 50 per cent of buildings taller than one storey

are built in steel now as opposed to 1980, when only 30 per cent were. Concrete's share has declined rapidly, whilst masonry has held its own.

Mr Clarke also seems to believe that the steel construction industry's investment for the future in the education of tomorrow's architects and engineers is being financed by "public money" and that our "featherbedding" must stop. The facts are that our education programmes are funded primarily by private industry. The European Commission

supplied a relatively small percentage of funding for one programme, the European Steel Design Education Programme.

It is the investment by British Steel and the members of my association in quality, efficiency, new technology, speed and cost competitiveness, combined with enlightened building practices, which has resulted in steel's success.

Derek Turdoff,  
Director, The British Construction Steelwork Association  
4 Whitehall Court,  
Westminster, SW1

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# FINANCIAL TIMES

Friday November 30 1990


**SOVIET DECISION HAS IRONIC OVERTONES**

## Moscow seeks solace in IMF fold

By Stephen Fidler, Euromarkets Correspondent, in London

THE Soviet Union has decided in principle to join the International Monetary Fund and the World Bank. Its decision to join the organisations, two pillars of the west's post-war economic and financial system, is heavy with symbolism. But it carries its share of irony for a country that was vice-chairman of the 1944 Bretton Woods conference which created the institutions.

The decision, conveyed in Moscow this month by Mr Eduard Shevardnadze, Soviet foreign minister, to Mr Barber Conable, World Bank president, has a more practical significance for the Soviet Union. It desperately needs foreign money and the IMF and World Bank have it. Soviet reliance on official finance from abroad has grown with the collapse of its credit rating over the past year - commercial bank loans have dried up. But loans from the two institutions are unlikely to be forthcoming before 1992, according to western officials.

Soviet membership of the two institutions will take significantly longer to agree than for its eastern European neighbours which joined this year, even though an extensive study into the Soviet economy is almost complete.

Next week, the team leading the study, commissioned this year at the Houston economic summit by the leaders of the Group of Seven industrialised countries, will visit Moscow for final discussions with Soviet officials. The study will be made available to G-7 governments next month.

The central part of the study is expected to be fairly brief - in the words of one official "to encourage the politicians to read it" - but there will be up to 1,000 pages of background papers.

The Soviets will not make a formal membership application



Mikhail Gorbachev speaking in Moscow yesterday

until they are sure they will be accepted. This means ascertaining the views of prominent shareholders. Most significantly, it means enlisting US support, which should in time be forthcoming.

The study will underline that the Soviet people are far worse off than their neighbours immediately to the west, which means the Soviet Union will qualify as a borrower from the World Bank. In fact, it will probably be the institution's

largest borrower. There are therefore worries in the developing world that it will divert resources away from them.

About 10 per cent of the shares in these institutions are held by developing countries.

Although a simple majority of shareholders is needed for a new member to join either organisation, the World Bank does not have enough unanimous shares to accommodate the Soviets. Therefore a capital increase will be necessary and that needs ratification by 75 per cent of shareholders.

The question of pecking order in the institutions has also to be addressed, and in particular whether the Soviets should have their own seat on

The German "Help Russia" emergency food aid programme began in earnest yesterday with the arrival of 700 tonnes of food to towns in the Soviet Union. Chancellor Helmut Kohl confirmed that most of the food reserves stored in west Berlin would be given free to the Soviets. The reserves of 350,000 tonnes of food are valued at DM500m. In the Soviet Union, the government finalised emergency plans for distributing foreign and domestic food supplies. Page 2

the board - like the top five shareholders, the US, Japan, Germany, France and Britain.

But the most difficult issues surround the Soviet Union's domestic problems. With the Union looking increasingly

shaky, few people are willing to predict the political shape of the USSR even two years from now. "How many members will there be?" asks one central banker.

The Bank and Fund annual meetings in September were attended by a Soviet delegation as official observers - and an unofficial team from the Russian republic.

Two Soviet republics - the Ukraine and Byelorussia - are founder members of the United Nations, a legacy of Stalin's wish to see the supposed British control over Canada and Australia neutralised. There have been hints that they may wish to take seats at the Fund and Bank.

The other problem, made infinitely more complex by the centrifugal forces at work in the country, is the lack of agreement of a coherent economic reform programme.

The study will underline that economic reform is essential before the Bank and Fund can lend. This will comfort those who worry about pushing huge sums into a "black hole". But it will provide little solace to those in the Soviet Union seeking to feed themselves through a freezing winter.

Mr Schomerus revealed few details but said that Germany was ready to negotiate and that the EC would not be an "unmoving colossus" on agriculture. However, he added that agriculture was only one of four sectors of dispute - the others being textiles, intellectual property and services - and stressed that the US must also be ready to compromise.

The German government has been expected to relax its negotiating position after securing re-election in Sunday's general election.

Mr Schomerus confirmed that there was now more room for manoeuvre but said that any income loss suffered by EC farmers would have to be compensated through other EC payments.

He said he was hopeful that a general political agreement could be reached at the end of next week's negotiations which could then be transformed into more precise, technical documents before the "real deadline", which Mr Schomerus described as mid-February.

He was, however, critical of the US demand to remove transport and financial services from a general agreement on services.

The Bonn Economics Ministry has always taken a more liberal line on agricultural subsidies than the Agriculture Ministry and Mr Schomerus stressed that only 2.2 per cent of EC GNP came from agriculture, compared with just under 50 per cent from services.

The American meat and pork industries have filed an unfair trade petition asking the US government to impose sanctions against the EC for erecting a "blatant trade barrier" against US beef and pork imports, Nancy Dunne reports from Washington.

US pork imports have been banned since November 1, after EC inspectors found "insufficient general hygiene and veterinary control" in nine plants previously allowed to export to the Community. A ban on beef exports, also on grounds of health and safety, is to go into effect on December 31.

The Section 301 case, filed by the National Pork Producers Council and the American Meat Institute, allows the US government wide latitude to negotiate and retaliate.

The petitioners estimated their market losses, growing out of the meat safety regulatory regime imposed under the Third Country Meat Directive, at about \$12m a year. They estimated damages for sales lost to the EC beef hormone ban at an additional \$138m a year.

The two organisations insisted that food safety was not really at issue.

"More than two-thirds of the meat consumed in the EC does not comply with the artificial barriers imposed on imports of US meat," they said.

## Germany prepared to ease policy on farm subsidies

By David Goodhart in Bonn

GERMANY is prepared to soften its resistance to radical reform of the EC's agricultural protectionism, one of the main conflict points in next week's negotiations under the General Agreement on Tariffs and Trade (GATT) negotiations, according to Mr Lorenz Schomerus, a senior official in the Bonn Economics Ministry.

Mr Schomerus revealed few details but said that Germany was ready to negotiate and that the EC would not be an "unmoving colossus" on agriculture. However, he added that agriculture was only one of four sectors of dispute - the others being textiles, intellectual property and services - and stressed that the US must also be ready to compromise.

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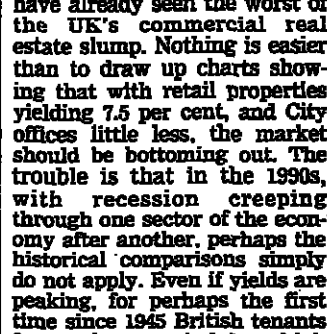
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## When the tenant calls the tune

ADT

Share price (pence)



Source: Datastream

this is why the sector has outperformed the market by close to 10 per cent over the last month. The banks with most to lose from rising bad debts - Standard Chartered and Midland whose shares are almost as lowly rated as junk bonds - hardly budged yesterday.

Indeed, the full year results from the Royal Bank of Scotland are a much better guide to the current health of the UK banking industry. Its second half provisions of £186m are more than double those in the first half, and full year bad debts are equal to a shade over 1 per cent of total advances.

However, it is cautiously optimistic that this is the peak, and has raised its dividend by nearly 17 per cent. It has finally stopped paying silly prices for small US banks and seems confident that it can continue to generate above average dividend growth in the face of declining underlying earnings. If this is representative of the healthier UK banking players then it is hard to be overly bearish.

For MEPC, with net rental income last year of 2.2 times its interest bill, this is not critical. Though its net asset value may well fall again in 1991, from September's 790p per share, its gearing should rise next year to no more than 60 per cent.

The real difficulty lies with the £40bn of outstanding bank lending to the property sector. Unless property companies probably account for no more than a quarter of it; just where the rest went is now an urgent question.

ADT/BAA

The more case histories unfold, the more it looks as if the hostile long-term stake is proving an expensive and futile way of expressing interest in a company. The list of stake-building managers caught by the turn in the market includes Hoylake with RHM, Maxwell with De La Rue and Trafalgar House with C&A. Note the prevalence of entrepreneurs.

Mr Michael Ashcroft's ADT has now reminded us that it belongs to this exclusive club by selling the half of its 8 per cent stake in BAA not covered by a convertible preference share issue in March. After deducting costs, it probably booked a small profit on yesterday's exercise. Had it done the deal in July, when BAA

The big banks were an easy way to play a market rally and

shares were well over 450p, ADT might have claimed some respectability for its untimely tilt at this bid-proof windmill.

The loss of credibility aside, Mr Ashcroft must be even more bothered by his loss-making 25 per cent stake in Christies International. Christies' shares have collapsed to around 180p since the stake was built at around 250p. ADT may practice equity accounting to avoid booking a near 50% loss. But it has no escape in the long run: the market simply cannot see any industrial logic in its acquiring Christies. Consider also its 20.1 per cent stake in Lep Group, and ADT looks over-supplied with dubious investments at a time when the recession-proof character of its operating businesses is facing its first real test.

BZW

The £11m being spent by Barclays Bank on buying out the minority shareholders in BZW is striking on at least two counts. As a second bite at the cherry, the average £530,000 being employed by the ex-partners of Wedd Duracher and Zoete & Bevan looks pretty generous. The price is over 20 times last year's earnings, or four times the multiple according to Barclays itself. The securities business may or may not have higher growth prospects than traditional banking. It certainly does not enjoy a vastly higher quality of earnings.

The value of around £70m imputed to BZW as a whole is also slightly eyebrow-raising. Smith New Court, BZW's close rival in UK market-making, is one third its size by number of employees worldwide. Its market capitalisation, at some £25m, is one-third that of BZW's. Its market value is also very much less than its capital employed, which seems have to been the chief criterion Barclays used in valuing BZW.

The wider question is what Barclays gets for its money. One practical effect will be to make it simpler for BZW to get loan backing from its parent, since there will be no minority shareholders to complicate matters of collateral. But the deal also fits in the context of the group restructuring announced three weeks ago. The general purpose of this appears to be for Barclays to assert more control over its investment bankers without suppressing their culture. The snag is, of course, that the more the mainstream bankers assert themselves, the less they are likely to get for their money.

ADT/BAA

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## VW to form second Chinese joint venture

By Kevin Done, Motor Industry Correspondent, in London

VOLKSWAGEN of Germany, the leading European car maker, is to form its second car assembly joint venture in China with the aim of building 150,000 cars a year by 1996.

It is taking a 40 per cent stake in a joint venture with the First Automobile Works (FAW) in Changchun, north-east China, as part of its ambitious plan to play a leading role in the Chinese motor industry with the development of a low-cost manufacturing base in Asia.

The venture, to be called FAW-Volkswagen Automotive Company, will be 60 per cent owned by First Automobile Works.

It will have an initial equity

capital of DM600m (\$405m). VW said the project would involve a total investment of DM1.5bn and would include engine and gearbox plants as well as car assembly.

The venture will assemble VW Golf/Jetta-sized cars for the domestic Chinese market and for export to other markets in south-east Asia.

Small-scale production is due to begin in 1993 with the full capacity of 150,000 cars a year in 1996.

As a preliminary step, VW said it was intended to begin the local assembly of Golfs from kits supplied from Germany from the third quarter of 1991.

Initial production - a total

of 17,000 cars by the end of 1993 - will be aimed exclusively at the domestic Chinese market. Exports are scheduled to begin in 1994 rising to a peak of 22,500 a year.

The joint venture is aiming to achieve a local content level of 65 per cent by 1994, and this is supposed to rise in subsequent years.

Volkswagen formed its first joint venture in China in 1985 with a 50 per cent stake in the Shanghai-Volkswagen Automobile Company for the local production of the VW Santana.

The German group said local suppliers developed for the Shanghai plant would play an important role in increasing local content for the Chang-

chong cars.

The First Automobile Works has been assembling another VW group product, the Audi 100, since 1989 as part of an earlier licensing and technology transfer agreement made in 1988.

It is expected that about 10,000 Audi 100 models will have been produced by the end of this year. The full capacity of 30,000 a year is expected to be reached by 1995.

VW said that the expansion of the range of cars to be produced in China spanning the Golf/Jetta, Santana and Audi 100, was aimed at creating an integrated production network with common components suppliers.

## Bae plans cuts in military aircraft arm

By Paul Betts and Charles Leadbeater in London

BRITISH AEROSPACE, the country's prime defence contractor, plans to drastically restructure its military aircraft operations next Monday.

Bae is expected to cut 4,500 jobs, or 17 per cent of its total workforce, at its military aircraft division. Plant closures are also likely.

The proposed job reductions at Bae would be by far the biggest announced by any single UK defence company so far this year, following government defence spending cuts and the thaw in east-west relations.

It was also announced yesterday that Link-Miles, which was taken over by Thomson-CSF, the French electronics company, last year, is to

make 335 redundancies at its plant in southern England in response to a marked slowdown in orders.

The redundancies among the 1,325 staff employed at the company's plant are further evidence of the pressure defence contractors are under from the decline in military spending.

The company, which manufactures training simulators for aircraft, land based weapons systems and naval operations, denied that the redundancies resulted from a review by Thomson-CSF of how the British company would fit in with its continental European operations.

Bae confirmed it would announce to the workforce of

its six military aircraft plants on Monday the conclusions of an extensive four-month review of that section of its operations, which employs a total of 26,000 people in the UK and abroad. The conclusions are also expected to include one, or possibly two, plant closures.

In anticipation of wide-scale job cuts, trade unions at Bae called for the redeployment of workers from military aircraft to commercial aircraft operations.

The Bae review was precipitated last July after the government cancelled a batch of 33 Tornado combat aircraft for the Royal Air Force.

"The principal reason for undertaking the review were

changing market conditions, advances in technology and the need to reduce further manufacturing costs to remain competitive," a Bae spokesman said.

The rationalisation of the military aircraft operations have been accelerated because the Tornado and the Harrier programme appear to be entering their final stages.

Link Miles said it had been forced to make redundancies because the Ministry of Defence had not placed any new contracts this year and the timetable for existing programmes had been put back.

The company said that it was committed to maintaining its manufacturing base in the UK.

## Walesa warns over threat of 'civil war' in Poland

Continued from Page 1

key positions. Preliminary results from Opol, Polish television's polling unit, suggested that Mr Walesa was still some 15 points ahead of Mr Tyminski, whose support has also grown since Sunday's vote.

The results also suggested there would be a high turnout on December 9.

Mr Walesa has lost much of the natural authority that he once had, and many of the votes he receives on December 9 will be grudgingly given, political observers believe.

Mr Tyminski, who edged

ahead of Mr Walesa in coal mining districts hard hit by the government's economic austerity plan, yesterday sought to consolidate his lead by attending the funeral in Katowice of a miner killed in a coal mining accident.

Yesterday, Mr Tyminski's campaign headquarters in Warsaw's Palace of Culture remained closed, as his staff negotiated with Polish television over the terms of an appearance in the evening. Mr Walesa is due to debate with Mr Tyminski on television on Sunday.

## Bush may call special Congress session

Continued from Page 1

were yesterday placed on a high state of alert for an Iraqi air strike. Troops were ordered onto Air Road Warning State Yellow, one stage below full-scale attack, because of fears of Iraqi retaliation to the UN resolution supporting the use of force.

Soldiers were obliged to carry protective suits and respirators with them at all times. All warning and alert procedures were checked thoroughly.

The UK Ministry of Defence said it could not comment on the reported raised state of alert. "States of alert are constantly changing and we would

not comment on an individual change," a spokesman said.

A commander of British forces in the Gulf also warned yesterday that the public had not been prepared for the likely scale of casualties if war broke out.

Brigadier Patrick Cordingley, commander of the 7th Armoured Brigade, said that given the size of the forces facing each other in the Gulf "it is inconceivable that the casualties will not be large."

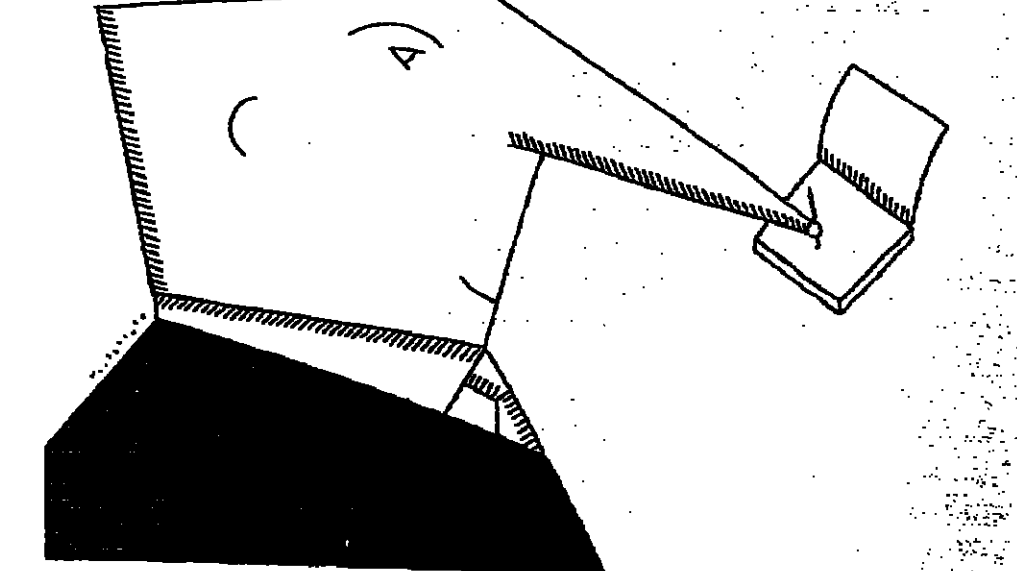
He said the British public "must be prepared psychologically for a particularly unpleasant war" in which Iraq was likely to use chemical and biological weapons.

"They should be told there will be a lot of casualties. As a nation we have not addressed that yet."

Officers fear that the 12,000-strong brigade could suffer a casualty rate as high as 15 per cent.

A huge medical back-up operation has been established in Saudi Arabia with a 400-bed field hospital at Al Jubayl, a second 100-bed hospital in Bahrain and the Royal Fleet Auxiliary vessel Argus acting as floating hospital off the Saudi coast.

A third field hospital is due to arrive in the area soon with the 14,000-strong reinforcements announced recently.



**NORD/LB**  
NORDDEUTSCHE LANDESBANK  
GROZENTRALE

Hannover · Braunschweig · Frankfurt · Leipzig · London

WORLDWIDE WEATHER									
Place	Temp	Wind	Clouds	Place	Temp	Wind	Clouds	Place	Temp
Abaco	28	10	10	Paris	10	10	10	London	10
Alger	28	10	10	Prague	10	10	10	Madrid	10
Amsterdam	10	10	10	Prague	10	10	10	Madrid	10
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Amsterdam	10	10	10						



# WIPAC

AUTOMOTIVE PARTS & ACCESSORIES

INSIDE

## Business as usual at the new ICL

Today ICL, the UK's leading computer manufacturer, becomes Japanese. But the takeover by Fujitsu, the world's second-largest computer maker, will mean for most part "business as usual", says Peter Bonfield, ICL chief executive and chairman (left). Yet ICL and Fujitsu are engaged in a momentous enterprise: the creation of a computer group which can compete in a rapidly changing and ever-more competitive market. Page 21

## Hoping for capital ideas

A year of volatility in world stock and bond markets has made it difficult for leading financial institutions to meet capital adequacy standards. Since the Basel Committee published draft capital proposals in 1987, numerous financial institutions have been created - and later scrapped - by regulators and investors. As the deadline for the new capital requirements approaches, the pressure increases on banks to find acceptable solutions. Page 25

## Bosch scuttles telephone deal

Robert Bosch, the German electrical and automotive parts group, has decided to pull out of its deal to buy a half share in the Canadian cellular telephone maker, NovaTel Telecommunications. Bosch has aborted the deal because of the unexpected losses. Instead of the forecast profit, that NovaTel now expects to register in the final six months of the year. Page 24

## Dawson suffers fall in profit

Dawson International, the Scottish textile group best known for its Pringle and Ballantyne luxury knitwear, is struggling against intense trading conditions in both the UK and US. Dawson yesterday announced a fall in pre-tax profits to £17.3m (\$34m) from £23.5m for the first six months of the year. Page 31

## Tough time for Australian banks

Following the deregulation of the banking sector in 1984 and a borrowing spree by Australia's swashbuckling entrepreneurs, many of the country's banks now accept that much of their lending was "worthless". Leading banks such as ANZ have sustained sharp falls in profitability and attempts are being made to repair the damage. Page 22

## Ebullient Johnson Matthey

Johnson Matthey, the precious metals refining and marketing group, has raised its interim dividend despite a 3 per cent fall in taxable profit. David Davies, chairman, said the group was "in good heart and going quite well" in the first half, but the outcome for the year would depend on precious metal prices, exchange rates and the impact of the recession on customers. Page 27

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## Chief price changes yesterday

**FRANKFURT (DM)**

Rhine	1268	+ 17.5	Wolman	669	+ 14
Hochhaus (P)	236	+ 15	Frommberg	1680	+ 30
Autobahn Wk					
Phelia	730	- 20	Changover	750	- 19
Col Versich	1250	- 20	San George	930	- 22
Hedderberg	1185	- 35	Immerman Fr	1035	- 17
Springer Just	700.5	- 18.5	La Harin	481	- 17

**NEW YORK (\$)**

Rhine	23.5	+ 2 1/4	Wolman	2050	+ 140
Johnson & John	67 1/4	+ 1/4	Kanabo Inds	1150	+ 40
Phelia	37 1/2	- 1/4	Kyocera Inc	1010	+ 60
San George	27 1/2	- 1/4	Alpen Steel	385	+ 13
McDonalds	24 1/2	- 1/4	Strom Steel	389	+ 11
McDonalds	24 1/2	- 1/4	Strom Steel	389	+ 11

**PARIS (FFr)**

Rhine	1268	+ 17.5	Wolman	669	+ 14
Hochhaus (P)	236	+ 15	Frommberg	1680	+ 30

New York prices at 12.35.

**LONDON (Pence)**

Rhine	15	+ 3	Harvey Temp	265	- 15
Johnson & John	70	+ 17	ICI	873	- 13 1/2
Phelia	140	+ 7	Lloyds Bank	280	- 15
San George	125	+ 7	Quintess	430	- 12
McDonalds	87	- 31	RTZ	430	- 12
McDonalds	113	- 15	Rank Org	607	- 15
McDonalds	364	- 18	Reidman	913	- 25
McDonalds	77	- 15	TIP Europe	48	- 22
			Tophook	363	- 29
			Unilever	253	- 17
			Wolman	221	- 13

# FINANCIAL TIMES COMPANIES & MARKETS

Friday November 30 1990

TAYLOR WOODROW

Teamwork in Construction Housing Property Trading

## Barclays' buy-out puts a price tag of £771m on BZW, Richard Waters reports

### Rich rewards from golden handcuffs

Barclays de Zotte Weid is the most valuable investment bank in London - official. Its pre-tax profits last year may have been less than a third of those of Warburg, widely regarded as the most successful of the integrated houses created during the City of London's Big Bang. But Barclays' willingness to pay £111m to buy out BZW's minority shareholders puts a £771m (£1.5bn) price tag on the subsidiary which is head and shoulders above the £350m the stock market thinks Warburg is worth.

For a business with profits of £54m last year, but which now faces severe market conditions, the pricing of BZW's shares is sure to raise eyebrows among Barclays' own shareholders.

There are at least 300 people who are likely to agree with the price. These are the holders of 74m BZW founders' shares - the shares Barclays issued to the partners of the businesses it took over to form BZW five years ago. It is they who will share in the £111m.

The investment bank was built by chairman Sir Martin Jacobson out of stockbroker de Zotte & Bevan and jobber Weid Duracher Mordant, with the Australian firm Meares & Phillips and the French business Puget-Mahé added later.

Barclays' pay-out, which will be activated if at least 90 per cent of the shareholders accept, is an echo of an all-but-forgotten era.

At the time of Big Bang, during one of the strongest bull markets ever seen, banks hardly blinked at paying huge amounts for the goodwill of stockbroking firms. Much of that payment was deferred, converted into shares which could only be redeemed after a certain period had passed. These golden handcuffs served both to tie the former self-employed stockbrokers to their new masters, and to give them a stake in the future of their businesses.

At the outset, Barclays said that BZW would cost £125m to create. Only around £40m of this was paid in cash and loan stock, with the rest in founders' shares of £1 each. Those shares, according to accountants Ernst & Young, brought in to provide an independent valuation, are now worth £124 each.

Add a premium of 36p a share, to persuade the holders to accept Barclays' offer, and this explains the £111m the bank is now prepared to pay to take full control of its off-spring.

That is not the full amount paid out to BZW's forebears. Around £20m has already been handed over to founder shareholders who have left the bank. Many of these have departed since the golden handcuffs were unlocked at the start of this year, giving them the right to sell their shares to the parent company.

Barclays says it is paying for flexibility. With full control, it is better able to face up to its recently-announced restructuring, in which BZW will be merged with parts of the parent bank to form an enlarged investment banking group. The bank denies, though, that the pay-out is designed to prepare the ground for a wave of redundancies.

It will also overcome the problems that arise when the parent puts up capital to support occasional capital-intensive business at the subsidiary, for instance when BZW takes on large blocs of shares before selling them on to the market.

Pricing that capital is difficult when minority shareholders have an interest.

There is a third argument. Having founder shareholders creates a two-class bank, in which there will always be a divide between those who own shares and those who do not.

Scrapping this old incentive structure will benefit the bank, provided a new one is put in its place which satisfies all of BZW's valuable staff.



Sir Martin Jacobson, chairman of BZW. Pay-out for group is an echo from the days of Big Bang

These arguments explain the 25p a share premium. And the underlying valuation of 124p a share? This is said to be based on comparison with comparable quoted companies, including Warburg. In effect, stripping out the premium, BZW is being put on an almost identical valuation to Warburg, despite its weaker earnings record and market position.

Shareholders seem likely to accept the offer. They may have an interest in 14.4 per cent of BZW's net assets, but they have only 8 per cent of the voting rights and none of the profits. They receive a flat return of 4 per cent a year.

The beneficiaries are 107 former de Zotte and Weid partners who still work at BZW (85 have left), together with around 60 French and Australian partners. The rest of the 300 shareholders are either relatives of the former partners, or partners who have left but not sold their shares.

According to one of those still working at BZW, the offer of 150p a share has been on the table since early this year, when the prospects for the investment banking industry looked better than they do now.

At the start of the year, few wanted to sell and lose their right to participate in BZW's future growth.

Now, that feeling seems to have changed dramatically. "Investment banking in the short term doesn't have much of a future," one shareholder says. "There is just too much capacity in the system. Given the environment, most people will probably roll over and take the money - after all, it's not a bad time to go out and buy a diversified portfolio of shares."

The shareholders have Mr Simon de Zotte and Mr Jonathan Davies - their two negotiators - to thank for their good fortune, together with advisers Lazard. And they should not forget the generosity of Barclays, of course.

## Thomson in talks on Pilkington subsidiary

By William Dawkins in Paris

THOMSON-CSF, the French state-controlled defence electronics group, is negotiating to buy Pilkington Optronics, the £80m (£160m) turnover optical detection subsidiary of the Pilkington glass group.

Talks opened six months ago between DAO, the optronics unit of Thomson-CSF, and the UK company, which has operations in north Wales and Glasgow, Scotland.

The pair are expected to finalise the deal by the end of the year, say French industry observers. Neither Thomson-CSF nor Pilkington would comment.

Thomson-CSF, in which the state-owned Thomson group holds 60 per cent, has responded to the slowdown in the European and US defence equipment market by launching cross-frontier takeovers and joint ventures.

Recent acquisitions include Link-Miles, the UK simulator group; half of Ferranti's UK sonar business; and Phillips' European defence activities. Link-Miles, based in southern England, yesterday declared 325 redundancies in response to a downturn in orders.

Thomson's UK ambitions were hit earlier this year when the British government referred a planned missile-making joint venture between Thomson-CSF and British Aerospace to the Monopolies and Mergers Commission. The commission is expected to make its decision in January.

It is understood that Thomson-CSF has received no indication whether or not a takeover of Pilkington Optronics might be referred to the MMC.

Pilkington's optronics division is split between Pilkington PE in north Wales, which employs 700 people, and Barr & Stroud in Glasgow, which employs about 1,800.

The division makes a range of optical equipment for military use including night sights, displays, periscopes and gunnery sights.

Both companies have reduced their workforces in the last two years in response to declining defence spending.

A week ago, Thomson-CSF forecast that net profits would fall by almost 18 per cent in 1990, to FF2.16bn (£432m) on sales up 6.5 per cent from last year's FF33.65bn.

However, Thomson-CSF has FF3.7bn of net cash and could borrow up to FF20bn for acquisitions without straining its balance sheet.

Redundancies at Link-Miles. Page 10

## BPB profits slump 40% to £45m

By Andrew Taylor in London

PRE-TAX profits of BPB Industries, Europe's biggest plasterboard manufacturer, fell by almost 40 per cent from £74.6m to £45m (£89.7m) during the six months to the end of September.

The company blamed the deep recession in the UK construction industry and a severe price war affecting a large part of western Europe.

BPB's share price rose 8p to 183p following the news. This was in relief that the results had not been any worse, said one London broker.

The group is to pay an unchanged interim dividend of 4p.

Mr Alan Turner, chairman, said the last 18 months had been the most turbulent in the group's 73-year history.

Fighting fiercely for market share are Europe's three largest plasterboard manufacturers: BPB, Knauf, a privately-owned West German company, and a joint venture between Lafarge Coppee, the French building materials group, and Redland of the UK.

Mr Turner said the biggest fall in profits had occurred in the UK. Until two years ago, BPB was the UK's only manufacturer, producing about 95 per cent of all plasterboard sold in Britain.

UK plasterboard prices on average had fallen by a fifth since then, said Mr Turner. French prices over the same period had fallen between 10 and 15 per cent. West German prices on average were down by about 20 per cent.

A report by the Monopolies and Mergers Commission in the UK estimated that the annual manufacturing capacity of 294m sq metres of the three producers substantially outstrips the industry's current annual sales of about 170m sq metres.

BPB's share of the UK market has fallen to about 65 per cent following the opening of British

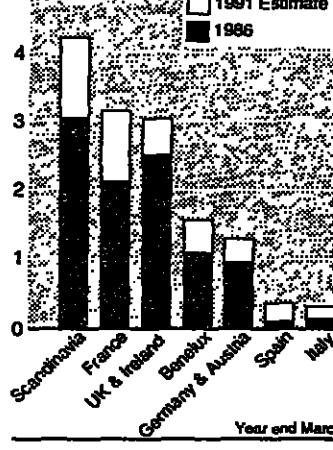
plasterboard plants by Knauf and Redland. Mr Turner said the outlook in the UK remained difficult but he hoped the industry was at the bottom of the cycle.

The company's UK gypsum business had substantially reduced costs and had cut its labour force from about 3,500 to around 2,500 workers during the past two years.

Mr Turner said sales were rising in Germany and to a lesser extent in France. However, margins had been hit by severe price competition. As a result, profits were also down in continental Europe, which accounts for just over half of BPB's turnover.

## Plasterboard

Square Metres per person



MR GLEN Renfrew is to retire as managing director and chief executive of Reuters Holdings, the financial information and news agency which has suffered a precipitous fall in its share price in recent months, writes Clare Pearson in London.

Mr Peter Job (right), managing director of Reuters' Asian operation, is to take over from Mr Renfrew, aged 62. Chairman Sir Christopher Hogg (left) said Mr Renfrew had told directors more than a year ago that he wished to retire. "The process has been planned. He is two years past pensionable age," Sir Christopher said.

Mr Job, 49, said he saw no need for significant changes of direction. "The main challenges will be to improve the quality of service to our customers and introduce new products in a timely fashion," he said.

Reuters last month announced it was delaying introduction of a foreign exchange trading system, Dealing 2000. Shares fell 25p to 613p after the announcement yesterday.

They have plunged from a high of 1,314p in July, hit by a combination of factors including concerns about Dealing 2000, worries about the economic downturn and the strong pound.

## Nestlé and Coke in beverage deal

By Nikki Tait in New York

TWO of the world's largest food and drink companies, Coca-Cola of the US and Switzerland's Nestlé, are forming a joint venture to develop the international market for "ready-to-drink" tea and coffee.

The new company will have a market capitalisation of \$100m, contributed equally by the two groups.

At present, "ready-to-drink" beverages only sell in significant amounts in Japan - the one market which is excluded from the Coca-Cola/Nestlé agreement.

Here, products normally come in canned form and retail - hot

or cold - via vending machines. Various types are available, from regular black or white coffee to the more elaborate concoctions, such as cappuccino.

Coca-Cola said yesterday that the Japanese ready-to-drink coffee market, which both companies supply, stands at about 500m cases a year and is valued at around \$10bn. The tea market totals about 250m cases.

The US company said it was too early to indicate which markets might be targeted by the joint venture.

However, Mr Helmut Maucher, Nestlé's chief executive,

suggested that ready-to-drink beverages could become "one of the most rapidly-growing segments of the world beverage market".

The joint venture will manufacture and market the product, but it will use the Nestlé/Nescafé brand names and the Coca-Cola distribution network. There were no details as to where manufacturing might take place.

It will be run by a supervisory board - again with its two owners having an equal number of representatives. This board, in turn, will appoint a management team.

## Watt flipped his lid for steam power.

In his desire for a cup of tea, James Watt discovered a whole new source of potential power. At Toshiba, we understand that inspiration for new ideas can come from anywhere. That's the basis behind our dedication to research and development.

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TOSHIBA 4M DRAM



## INTERNATIONAL COMPANIES AND FINANCE

## MEPC announces 10.3% decline in net asset value

By Vanessa Houlder in London

MEPC, the UK's second largest property company, yesterday announced a 10.3 per cent fall in its net asset value to 790p over the year to September 30. The fall, which resulted from over-supply and lack of investor interest, was in line with City estimates and the share price moved up 1p to 504p.

The company also announced a 17.5 per cent rise in pre-tax profits to £149.8m (\$284.62) against £127.5m, reflecting the company's strong rental income.

Sir Christopher Benson, chairman, said he was delighted by the results.

"We have a fine portfolio of property, a fine development programme and very fine man-

agement," he said. However, he warned that profits would not continue to increase at recent rates as MEPC's short-term progress depended on the completion and letting of its development programme, which was closely linked to the UK economy.

The value of MEPC's UK portfolio, which fell overall by 12.6 per cent, broke down as follows: West End of London, down by 13.4 per cent; City of London, down 19.9 per cent; south and south-east (excluding London), down 10.3; the Midlands, down 8.4 per cent. The value of offices fell by 13.8 per cent, retail by 15.9 per cent, and industrial by 3.7 per cent.

Although the overall value of its investment properties fell from £3.14bn to £2.94bn, the value of its European investments, which are in Germany, Sweden, Austria and France, rose by 20 per cent.

Developments and properties held for resale, which are held in the balance sheet at cost, totalled £202.9m compared with £611.5m in 1989.

The overall return on shareholders funds was minus 7 per cent, compared with plus 24 per cent in 1988 and plus 40 per cent in 1989.

Earnings per share increased from 27.8p to 32.2p. A final dividend of 13.75p was declared, making a total for the year of 19p (17p).

## Dresdner Bank rises 3.3% over 10 months

By Andrew Fisher in Frankfurt

DRESDNER Bank yesterday announced a 3.3 per cent rise in group partial operating profits in the first 10 months to DM1.57bn (US\$1bn) and said it would need to make fairly large write-downs in its securities portfolios as a result of the downturn in financial markets.

The bank said, however, that it still expected satisfactory profits for the full year. The partial operating figure excludes trading on the bank's own account. Dresdner gave no figures for the full operating profit, but said this had fallen as a result of the fall in the stock market this year.

Dresdner's interest income grew by 8.5 per cent to DM3.5bn in the January-October period, while commission income was only 2.3 per cent higher at DM1.6bn, a reflection of the weaker trend on securities markets.

## Footwork to invest \$300m in European transport plan

By Andrew Fisher

FOOTWORK International, the Japanese transport and leisure company which has just bought a big hotel property in west Berlin, plans to invest around \$300m in building a European transport network to operate in the post-1992 internal market. Mr Wataru Ohashi, the chief executive, said.

Negotiations will start shortly with a medium-sized German transport company, which could cost some \$50m to acquire. Mr Ohashi predicted a need for between 400 and 500 trucks to cover the northern EC countries, with the initial emphasis on Germany, France and the Benelux countries.

Footwork intends to proceed

through acquisitions, said Mr Yoshinori Nagata, the director responsible for developing activities in Europe. The company will also need warehouses and computer systems.

An important attraction for Footwork is the prospect of an EC transport sector in which present national restrictions and licensing systems will have been removed as part of the unified EC market. Footwork is also keen to participate in east Germany, where demand for transport services has risen sharply in the past year after the border was opened and western goods became available.

Mr Ohashi said Footwork, advised by Schroders Japan, would be able to raise finance for its European transport plans by using its Japanese properties as collateral. The company has more than 300 terminals, some no longer in use. In the year to March 31 1990, it achieved sales of ¥18.4bn (\$116m) and net income of ¥705m.

He said Footwork was interested in buying a hotel in London and one in the south of France. Footwork said earlier this month it was taking a majority stake in the Hotel Steigenberger in Berlin and would obtain full ownership in two or three years, the total cost being ¥10bn.

## Ahold posts advance of 21% in third quarter

By Ronald van de Krol in Amsterdam

AHOLD, the Dutch food retailer, posted a 21.1 per cent rise in net profit in the third quarter in spite of a slight decline in turnover caused by converting the sales of its large US operations into guilders.

Net profit rose to F156.7m (US\$33.8m) from F146.8m in the same quarter of 1989, while turnover was down 2 per cent at F1.38bn.

The third-quarter profit gain, together with a 41.3 per cent rise posted in the first half, brings net profit for the first nine months of 1990 to F183.0m, an increase of 34.4 per cent compared with a year earlier.

Net profit would have been F15m higher in the third quarter if it had not been for the weaker dollar's negative effects on currency translations.

## Philips confirms suspension of legal chief

By Ronald van de Krol

PHILIPS, the Dutch electronics group, has suspended its chief legal officer, Mr Hans Beekhuis, from his duties until further notice.

The company yesterday confirmed the suspension, which took effect on November 19, but declined to give further details, saying the suspension was now the subject of talks between lawyers for Mr Beekhuis and the company. Mr Beekhuis is also general secretary of the Philips group.

Eindhoven Dagblad, the local newspaper in Philips' home town of Eindhoven, quoted Mr Beekhuis's lawyer as saying that Philips had told Mr Beekhuis "that he was not the right man in the right job".

It also reported rumours that the conflict involved claims that Mr Beekhuis was allegedly refusing to co-operate in the drastic restructuring which Philips is currently carrying out.

Philips expects to make a net loss of F14bn (US\$2.4bn) this year after taking substantial charges for restructuring its computer and computer-chip businesses. It is also formulating plans to cut up to 45,000 jobs worldwide by the end of next year.

## EIE Development earns HK\$2bn in office sale

By Angus Foster in Hong Kong

EIE Development (International), the Hong Kong listed subsidiary of Mr Harunori Takahashi's Tokyo-based EIE, has sold more than half one tower of its prestigious twin-towered office block, the Bond Centre, originally bought from Mr Alan Bond, the Australian businessman.

EIE Development has raised HK\$1.97bn (US\$255.8m) from the sales. The company will use the proceeds to repay borrowings secured on the remainder of the building, which it intends to keep as an investment.

EIE Development's heavy borrowings, mainly incurred when it bought the building in two transactions in 1987 and last year, have prevented the company from diversifying into new areas.

Mr Nagy el-Azar, deputy

chairman of EIE Development, said that the sales meant the company's gearing had been reduced to a "conservative" level.

He expected that bank borrowings would be further reduced later this year.

EIE Development sold 25 of the 40 storeys in the centre's East Tower for an average price per square foot of HK\$6,185.

The company said the floors had been bought by unidentified Japanese investors.

EIE Development has also taken its stake in the remainder of the building back to 100 per cent after buying back a 25 per cent stake from its parent in Tokyo.

The stake originally changed hands as part of a refinancing package earlier this year.

Bond Corp row, Page 35

## VIAG group net profit jumps 21%

VIAG, the diversified German industrial group, said its group net profit jumped 21 per cent to DM230m (\$154m) in the first nine months of 1990 compared with a year ago, while group sales surged 79 per cent to DM14.45bn, Reuters reports.

The rise in profits stemmed almost exclusively from Viag's new ceramics, glass and trade sectors.

The company said it expected 1990 group net profit to be clearly higher than 1989's DM265m.

## Statoil issues equity ratio warning

By Karen Fossell in Oslo

STATOIL, the Norwegian state oil company, yesterday warned that it may be unable to achieve its goal of increasing its equity ratio by 10 per cent to between 35 per cent and 40 per cent.

The shortfall would occur if, during the next five years, Statoil's owner taps the maximum dividend payment allowed under Norwegian law.

A low equity ratio would have negative implications for the company's international expansion strategy which

## Statoil issues equity ratio warning

includes investing in a series of joint ventures in oil and gas production and in gas marketing with British Petroleum.

Last year, the state was paid a dividend of Nkr800m, but under the law it could have sought up to Nkr1.7bn. This year the state will be able to claim up to Nkr2bn.

The company this week was given an A1-plus rating by Standard & Poor's, the US debt rating agency, which said Statoil's equity ratio was low compared

with its main competitors.

During the 1980s, the company's equity ratio plunged to between 12 and 15 per cent due to the lack of a clear financial strategy and limitations on its commercial freedom imposed by the state. This was exacerbated in the latter part of the decade by low oil prices and a huge Nkr6.4bn budget overshoot on a refinery expansion project. Statoil has been granted greater commercial freedom under the leadership of Mr Harald Norvik.

insider trading and misappropriation of funds against Mr Thierry Tuffier, the former head of Tuffier et Associés, whose Paris brokerage arm went bankrupt in July.

Judicial sources said Mr Tuffier "and all those involved" were charged with share price manipulation, insider trading, publishing false accounts, offering fictitious dividends and distributing false information.

Mr Tuffier confirmed charges had been brought.

Lufthansa, the German airline said the negative impact of currency rates reduced earnings in the first nine months of 1990 by DM280m (\$154.3m).

## COMPANY NEWS IN BRIEF

NORDBANKEN and Gota Bank, two leading Swedish banks, said they would auction a 27 per cent stake in Esselte, a Swedish office equipment company, that had been held as collateral for loans to Mobilia, a financially troubled investment firm, agencies report.

The announcement was the latest in a spreading crisis among finance firms that threatens to bring steep losses to Sweden's largest lenders. The Esselte shares, worth about SKr748m (\$134m) at Wednesday's closing prices on the Stockholm bourse, represent 27 per cent of Esselte's voting rights.

The banks had held the shares as collateral for loans to

Mobilia, which held the largest stake in Esselte, Mr Tommy Cumulius, Nordbanken senior vice-president, said.

Source Perrier, the French beverages group, appealed against a commercial court decision annulling its rights to PepsiCo France's bottling and distribution activities.

The court decision, made on Tuesday, would allow PepsiCo France's parent company, the US beverage, snack food and restaurant company PepsiCo, to recover the bottling and distribution rights from Perrier as of January 1.

A French investigating magistrate has brought charges of

insider trading and misappropriation of funds against Mr Thierry Tuffier, the former head of Tuffier et Associés, whose Paris brokerage arm went bankrupt in July.

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Mr Tuffier confirmed charges had been brought.

Lufthansa, the German airline said the negative impact of currency rates reduced earnings in the first nine months of 1990 by DM280m (\$154.3m).

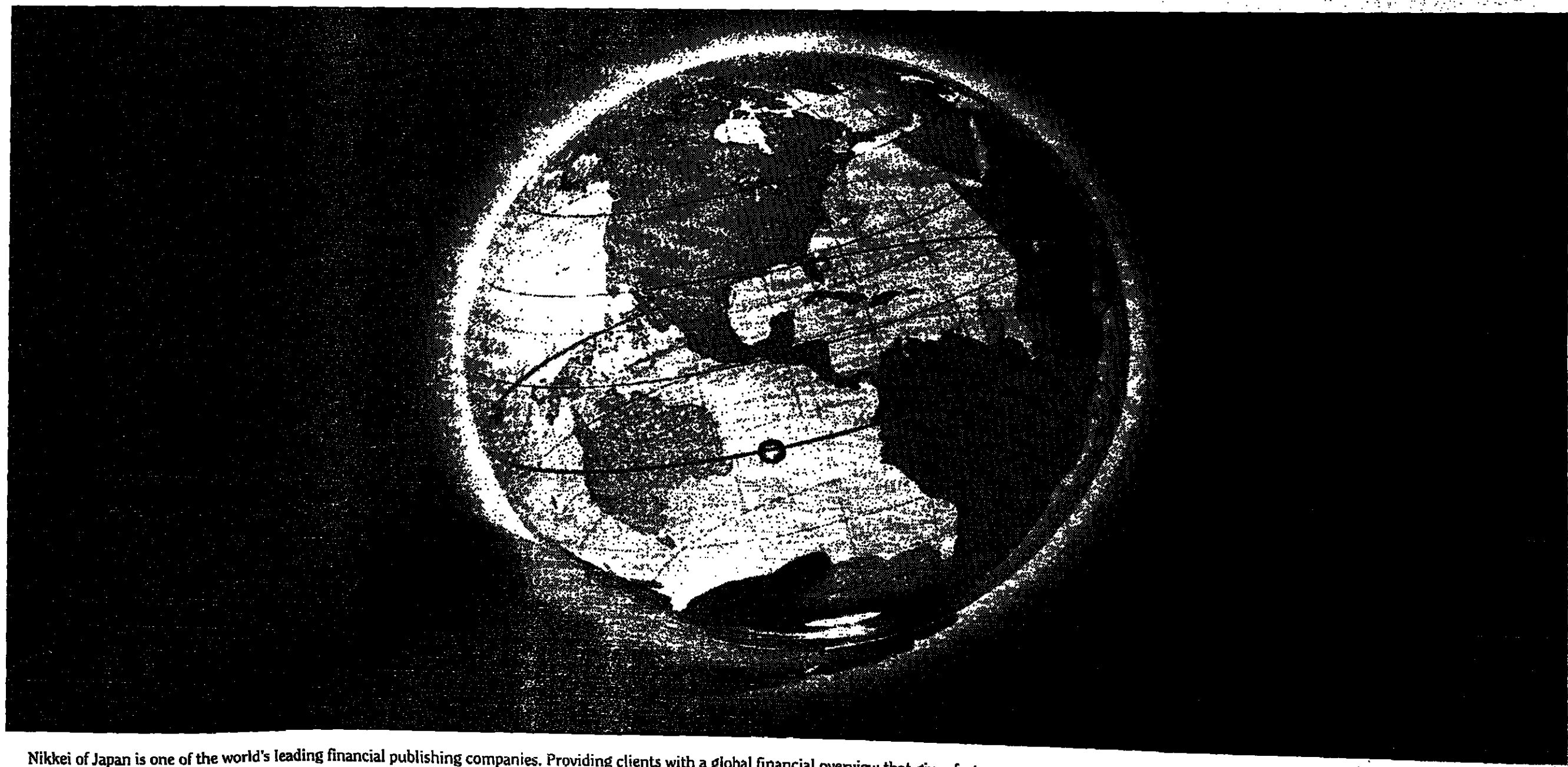
Ahold repeated its previous forecast that full-year net earnings would show a considerable rise, compared with 1989.

Banque Bruxelles Lambert, Belgium's second largest bank, said yesterday that it was no longer considering taking a majority stake in Staal, the Dutch bank.

Meanwhile, BNL's French subsidiary announced it was selling its branches in Paris, Lyon, Nice and Bordeaux to French Générale du Commerce, an affiliate of Italian Cassa de Risparmio di Roma.

The two announcements follow disappointing 1990 results for BNL.

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# INTERNATIONAL COMPANIES AND FINANCE

## Alan Bond accused of breach of loyalty

By Kevin Brown in Sydney

MR ALAN Bond, the Australian entrepreneur whose public flagship Bond Corporation Holdings is in the throes of being dismembered by creditors, was accused of "despicable" breach of loyalty last night by the widow of the man he now blames for his company's collapse.

Bond resigned as chairman of Bond Corporation in September after being forced out by European convertible bondholders following losses of \$2.5bn (US\$1.92bn) for the year to July - an Australian record.

Bond Corporation's management, led by Mr Peter Lucas, the new chairman, is negotiating a scheme of arrangement with bondholders and other creditors which will cut Mr Bond's 18 per cent interest to less than 10 per cent.

However, in an interview in The Bulletin, an Australian news magazine, Mr Bond claimed the crash was not his fault and put most of the blame on Mr Peter Beckwith, his long-time managing director, who died in July of a brain tumour.

"I was not at the helm for much of the time," Mr Bond said. "Peter Beckwith drove the company. He drove it as if it were his own business."

"If I made any mistake at all, it was to give him too much responsibility, too much autonomy. People think I made all those business judgment calls myself. I didn't. I was in overall charge - I don't deny that at all. But I did leave the running of the business to Peter Beckwith and, as it turned out, that was the critical factor in the downturn."

Mr Bond's revelation provoked a strong statement from Mrs Valerie Beckwith, issued through her solicitor.

"Peter worked himself to death for Bond Corporation while Alan floated around the world," Mrs Beckwith said. "It is despicable that, after all the loyalty shown to Alan and the company over 20 years and after all he did to try to save Alan from his self-destruction, Alan should blame Peter for the downfall of the company."

Mr Bond, who is under investigation by the Australian regulatory authorities, said he is considering a small gold deal and a property deal, and claims to have no shortage of potential joint-venture partners. But he warned he might move to another country if people in Australia continued to make it difficult for him.

## Braced for recession and austerity

Kevin Brown on a difficult year ahead for Australia's banking sector

AUSTRALIA'S banks are bracing themselves for a rough ride over the next 12 months as they struggle to cope with the fall-out from loose lending in the 1980s and an economy moving into recession.

The banking sector has been looking steadily more ragged as Westpac, National Australia Bank (NAB) and the government-owned Commonwealth Bank reported depressed profits and spiralling provisions for bad debts and non-performing loans. But it was a 43 per cent reduction in the net profits of Australia and New Zealand Banking Corporation (ANZ) which finally drove home the message that the pain is going to get a lot worse before it gets better.

Mr Milton Bridgland, ANZ chairman, pulled few punches as he told shareholders the bank had been hit by "probably the harshest economic environment for small and medium-sized businesses in Australia since World War Two".

In case anyone was in any doubt about the seriousness of the situation, ANZ cut its dividend by 6 cents to 44 cents a share, warning that the best it could hope for would be to sustain the lower level next year.

The market took the message, marking ANZ shares down 22 cents yesterday to \$3.47, its lowest level since February 1988. Westpac fell 16 cents to \$4 and NAB was down 10 cents to \$3.64.

Between them, the big four banks wrote off more than \$3.5bn (US\$2.3bn) in bad debt charges for the year to September 30, more than double the charge in the previous year. They also revealed gross non-accrual loans totalling nearly \$7.8bn, which ballooned to \$11.7bn after including other problem loans and facilities.

The banks think they will get back much of this money. Westpac, for example, has provided only \$788m against total problem loans of \$5.4bn, made up of \$3.2bn in non-accrual loans plus debt of \$2.2bn on which interest is being paid but which is subject to doubts about full recovery.

However, the quality of the banks' loan books will be further tested by official confirmation by the Australian Bureau of Statistics yesterday that the economy is in recession, defined as two successive quarters of negative growth.

The most optimistic forecasts are for recovery in the second half of next year, which means the banks' customers will be fighting recession for almost all the financial year to next September.

The banks deny suggestions that their problems were caused by their eagerness to lend to Australia's 1980s generation of high-profile entrepreneurs, many of whom have since crashed with massive debts.

ANZ, whose problem clients include the debt-ridden Fairfax newspaper empire, said only \$156m of bad debts of \$675m incurred in Australia relate to loans of more than \$10m.

However, Mr Will Bailey, chief executive, admitted that the bank had some foolish loans in the heat of increased competition following the deregulation of Australian banking in 1984.

"There was an element of an optimistic boy's own meeting an optimistic lender," he said. "It was a number of people who had impeccable records in lending, who had been in the institution 35 years plus, who made some astronomical mistakes because of a rush of blood to the head."

Other bankers also concede privately that lending criteria slipped. "We all got

caught up in it, just like bankers all over the world. Now it is becoming clear that much of the business was worthless," said one.

Ironically, the banks are now coming under fire for making money too hard to get. Mr Paul Keating, the federal treasurer, recently launched a parliamentary inquiry into the administration of lending margins, claiming the banks were trying to recover their losses by keeping rates higher than necessary.

The banks' problems are unfolding against the backdrop of a loss of confidence in other parts of the financial sector, caused by the collapse of the Farrow group of building societies, minor runs on two small banks, and moves to lock up \$5bn in unlisted property trusts in response to falling property values.

In spite of their problems, the big banks have increased their share of the market from 66.5 per cent to around 75.5 per cent this year, largely through Commonwealth's acquisition of the State Bank of Victoria and ANZ's takeover of National Mutual Royal Bank and Town and Country Building Society.

Westpac controls around 10 per cent of each of three small banks - Advance, Bank of Melbourne and Challenge - and both the New South Wales State Bank and the Perth-based Rural and Industries Bank are likely to be for sale at some time.

But some analysts doubt the banks will have the stomach for further takeovers while struggling to turn round their existing businesses. "The broad picture is a very difficult year with more pain to come," said Mr Bryan Madden, Prudential's banking analyst. "Now is the time for the banks to do some housekeeping."

### AUSTRALIA'S BIG FOUR BANKS 1989-90 RESULTS (\$m)

	ANZ	(% change)	NAB	(% change)	Westpac	(% change)	Commonwealth	(% change)
Net profit before abnormalities	412	-43	801	-0.1	486	-39	494	+4
Net profit after abnormalities	221	-37	767	-3	684	-15	529	-5
Bad debt charges	793	+158	651	+100	1192	+106	462	+55
Non-accrual loans (gross)	2682	+86	1518		2483	+168	941	+137

Not disclosed in 1989

## Elders becomes Fosters Brewing

By Kevin Brown

ELDERS IXL was yesterday transformed into Fosters Brewing Group, but not before shareholders had vented their anger over the group's problems on Mr John Elliott, the former chairman and chief executive.

Mr Elliott, who controls the largest block of shares in Elders through Harlins Holdings, his private company, became non-executive deputy chairman in May after being replaced as chairman by Mr Nobby Clark, formerly managing director of National Australia Bank.

Mr Peter Bartels, formerly head of Elders' brewing operations, had earlier replaced Mr Elliott as chief executive after the group's shares came under strong pressure in the market.

Mr Elliott, who transformed the company from a small jam-maker to one of the world's biggest brewers, said nothing at the group's annual meeting, but he was repeatedly criticised by shareholders angry at a record loss of \$1.5bn (US\$94m) announced earlier this year.

Around 750 shareholders voted overwhelmingly to reject resolutions reappointing Mr Elliott to the board, approving the group's accounts and implementing the change of name. But the resolutions were approved after a formal poll.

One group of shareholders tried to censure the directors, but was prevented by Mr Clark, who ruled that advance notice of the resolution should have been given to all shareholders. Mr Clark told

shareholders: "Your reaction today clearly indicates you are fairly unhappy with us, and fairly dismayed that the company has lost \$1.5bn of the shareholders' wealth. He said he agreed with the shareholders that the Elders restructuring had caused a lot of pain.

Mr Elliott leads three Harlin directors on the board. Two directors have also been appointed to represent Asahi Breweries of Japan, which said yesterday it had received approval from the Foreign Investment Review Board to complete the acquisition of 19.9 per cent of Elders.

Elders shares fell to \$1 on the Australian Stock Exchange earlier this year, but have recovered recently and now stand at \$1.43.

## Hitachi lifts pre-tax profits to \$271bn

HITACHI, Japan's biggest comprehensive electric machinery manufacturer, increased its consolidated pre-tax profit by 7.2 per cent to \$271.4bn (\$2.12bn) in the first half of fiscal 1990 from \$253.2bn, AP-DJ reports from Tokyo.

Net income rose to \$114.5bn in the six months to end-September, up 13.2 per cent from \$101.2bn. Per-share net was \$32.84, up from \$30.20. Consolidated sales rose 9.9 per cent to \$3,800bn in October.

Hitachi reported in October that unconsolidated profit at the parent company rose 4 per cent to \$110.33bn. Unconsolidated net income was 9 per cent higher at \$60.26bn and unconsolidated sales rose 6 per cent to \$1,877bn.

## Toray Industries advances

TORAY INDUSTRIES, Japan's top maker of synthetic fibres, lifted first-half consolidated pre-tax profit 4.7 per cent to a record \$28.1bn (\$286m) from \$26.8bn a year earlier, AP-DJ reports from Tokyo. Net profits and sales were also records.

Net earnings rose 1.5 per cent to \$20.01bn, or \$14.43 a share, from \$19.72bn, or \$14.29.

share, from \$19.72bn, or \$14.29. The company reported a \$2.8bn loss on the value of its stock holdings and a \$720m loss on its stock sales, which resulted in slower growth of net earnings compared with pre-tax profit.

Sales rose 8.6 per cent to \$455.1bn from \$419.07bn.

## PT PABRIK KERTAS TJIWI KIMIA

U.S. \$50,000,000

Notice is hereby given that the Rate of Interest has been fixed at 8.375% and that the interest payable on the relevant Interest Payment Date May 29, 1991 in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$11,783.85.

November 30, 1990  
By: Citibank, N.A. Hong Kong, Agent Bank CITIBANK

**U.S. \$300,000,000**

**Woodside Financial Services Ltd.**  
(Incorporated in the State of Victoria)

**Guaranteed Floating Rate Notes due February 1997**  
Unconditionally Guaranteed by  
**The Industrial Bank of Japan, Ltd.**

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the Interest Period from November 30, 1990 to February 28, 1991 the Notes will carry an Interest Rate of 8% per annum. The amount payable on February 28, 1991 will be U.S. \$5,312.50 and U.S. \$212.50 respectively for Notes in denominations of U.S. \$250,000 and U.S. \$10,000.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank

November 30, 1990

**US \$330,000,000**

**Republic of Italy Euro Repackaged Assets Limited**  
F.R.A.R.I. II

Floating Euro-dollar Repackaged Assets of the Republic of Italy due 1993

For the period from November 30, 1990 to February 28, 1991 the Notes will carry an interest rate of 8% per annum with an interest amount of US \$2,171.88 per US \$100,000 Note.

The relevant interest payment date will be February 28, 1991.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

**PT PABRIK KERTAS TJIWI KIMIA**  
U.S. \$50,000,000

Notice is hereby given that the Rate of Interest has been fixed at 8.375% and that the interest payable on the relevant Interest Payment Date May 29, 1991 in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$11,783.85.

November 30, 1990  
By: Citibank, N.A. Hong Kong, Agent Bank CITIBANK

**EUROPEAN AMERICAN BANK**  
(INCORPORATED IN THE STATE OF NEW YORK U.S.A.)

**U.S. \$125,000,000**

**Floating Rate Notes due 1992**

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from (and including) 30th November 1990 to (but excluding) 28th February 1991, the Notes will carry a rate of interest of 8.5 per cent per annum. The relevant Interest Payment Date will be 28th February 1991. The Coupon Amount per US\$10,000 Note will be US\$212.50 payable against surrender of Coupon No. 21.

Hambros Bank Limited  
Agent Bank

**CONSOLIDATED PRESS (FINANCE) LIMITED**  
U.S. \$92,000,000

**Subordinated Floating Rate Notes due 1993 (the "Notes")**  
Guaranteed on a subordinated basis by Consolidated Press Holdings Limited

Notice is hereby given that for the six month Interest Period commencing 30th November, 1990 to 31st May, 1991 the Notes will bear a Rate of Interest of 9.0156% per annum.

The Interest Amount payable on 31st May, 1991 will amount to US\$45,378.87 per US\$1,000,000 Note.

The Mitsubishi Bank, Limited  
London Branch  
6 Broadgate, London EC2M 2SX  
Agent Bank

**C. Itoh Finance (Europe) PLC**  
(Incorporated in England under the Companies Act 1948 to 1961)

**U.S. \$50,000,000**

**Guaranteed Floating Rate Notes due 1993**

Unconditionally and irrevocably guaranteed as to payment of principal and interest by

**C. Itoh & Co., Ltd.**  
(Incorporated with limited liability in Japan)

Notice is hereby given that the Rate of Interest for the Interest Period from 30th November, 1990 to 31st May, 1991 is 8.94% per annum. Interest payable on 31st May, 1991 will amount to U.S. \$4,414.70 per \$100,000 nominal of the Notes.

Agent Bank:  
The Long-Term Credit Bank of Japan, Limited  
Tokyo

**CITICORP**  
U.S. \$500,000,000

**Subordinated Floating Rate Notes due October 28, 2005**

Notice is hereby given that the Rate of Interest has been fixed at 8.10% and that the interest payable on the relevant Interest Payment Date December 31, 1990 against Coupon No. 62 in respect of US\$10,000 nominal of the Notes will be US\$69.75.

November 30, 1990, London  
By: Citibank, N.A. (C.S.I. Dept.), Agent Bank CITIBANK

**CITICORP**  
U.S. \$500,000,000

**Subordinated Floating Rate Notes due January 30, 1998**

Notice is hereby given that the Rate of Interest has been fixed at 8.075% and that the interest payable on the relevant Interest Payment Date December 31, 1990 against Coupon No. 59 in respect of US\$10,000 nominal of the Notes will be US\$69.53.

November 30, 1990, London  
By: Citibank, N.A. (C.S.I. Dept.), Agent Bank CITIBANK

**U.S. \$500,000,000**

**Lloyds Bank Plc**  
(Incorporated in England with limited liability)

**Primary Capital Undated Floating Rate Notes (Series 2)**

For the three months, November 30, 1990 to February 28, 1991 the Notes will carry an Interest Rate of 8% p.a. with a Coupon Amount of U.S. \$212.50 payable on February 28, 1991.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank

**CITICORP**  
U.S. \$350,000,000

**Subordinated Floating Rate Notes due November 27, 2035**

Notice is hereby given that the Rate of Interest has been fixed at 8.10% in respect of the Original Notes and 8.1875% in respect of the Enhancement Notes, and that the interest payable on the relevant Interest Payment Date December 31, 1990 against Coupon No. 62 in respect of US\$10,000 nominal of the Notes will be US\$69.75 in respect of the Original Notes and US\$70.50 in respect of the Enhancement Notes.

November 30, 1990, London  
By: Citibank, N.A. (C.S.I. Dept.), Agent Bank CITIBANK

**The Chase Manhattan Corporation**  
U.S. \$175,000,000

**Floating Rate Subordinated Notes due 1997**

Notice is hereby given that the Rate of Interest has been fixed at 8.6875% and that the interest payable on the relevant Interest Payment Date February 28, 1991 against Coupon No. 21 in respect of US\$10,000 nominal of the Notes will be US\$217.12.

November 30, 1990, London  
By: Citibank, N.A. (C.S.I. Dept.), Agent Bank CITIBANK

**U.S. \$500,000,000**

**Lloyds Bank Plc**  
(Incorporated in England with limited liability)

**Primary Capital Undated Floating Rate Notes (Series 2)**

For the three months, November 30, 1990 to February 28, 1991 the Notes will carry an Interest Rate of 8% p.a. with a Coupon Amount of U.S. \$212.50 payable on February 28, 1991.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank

**NOTICE TO HOLDERS**

**CFX**  
U.S. \$155,000,000

**Credit for Exports PLC**  
(Incorporated in England with limited liability)

**Unsecured Floating Rate Notes due 1985 to 1992**

NOTICE IS HEREBY GIVEN that pursuant to Condition 7(a) of the above mentioned Notes (the "Notes") Credit for Exports PLC will, on 2nd January, 1991, redeem U.S. \$14,200,000 in principal amount of the Notes at par (U.S. \$3,130,000 in principal amount of the Notes having been purchased on behalf of Credit for Exports PLC in the open market) in compliance with the provisions of Condition 7(b) of the Notes, and having been credited at their principal amount against the mandatory redemption instalment of U.S. \$17,330,000 in principal amount of the Notes due on 2nd January, 1991) and that the following Notes, identified by serial number, have been drawn by Royal Bank of Canada Europe Limited as Principal Paying Agent on behalf of The Law Debenture Trust Corporation p.l.c., the Trustee for the holders of the Notes, for redemption on such date:-

20	3660	3338	4688	5216	5778	6278	6931	7474	8139	9307	9783	10338	10988	11522	12002	12597	13215
21	2671	3339	4599	5216	5780	6280	6932	7515	8141	9312	9787	10344	10994	11538	12021	12708	13226
22	3273	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
23	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
24	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
25	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
26	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
27	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
28	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
29	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
30	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
31	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
32	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
33	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
34	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
35	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
36	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
37	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
38	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
39	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
40	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
41	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
42	2672	3346	4616	5225	5810	6309	7002	7519	8160	9314	9804	10347	10991	11554	12032	12714	13229
43	2672																





# Commonwealth of Australia

## NOTICE OF RESULTS OF REPURCHASE OFFERS

The Commonwealth of Australia announces the results of the Repurchase Offers for its U.S.\$ Euro-bonds which closed on November 26, 1990.

Issue	Nominal Amount Repurchased	Remaining Nominal Amount Outstanding
11 1/2 per cent. Bonds due 1995	U.S.\$ 37,910,000	U.S.\$ 147,492,000
11 1/2 per cent. Bonds due 1998	U.S.\$ 19,422,000	U.S.\$ 65,348,000
11 per cent. Bonds due 1995	U.S.\$ 26,900,000	U.S.\$ 83,285,000
11 1/2 per cent. Bonds due 2000	U.S.\$ 17,570,000	U.S.\$ 31,285,000

**U.S. \$50,000,000**  
**RZBX**  
**AUSTRIA**  
**Raiffeisen Zentralbank**  
**Österreich Aktiengesellschaft**  
**Floating Rate**  
**Subordinated Notes Due 1996**

Interest Rate	8 3/4% per annum
Interest Period	30th November 1990 31st May 1991
Interest Amount per U.S. \$5,000 Note due 31st May 1991	U.S. \$211.70

Credit Suisse First Boston Limited  
Agent Bank

### NOTICE KIRIN BREWERY COMPANY, LIMITED (the "Company")

Bearer Warrants to subscribe for shares of common stock of the Company issued with U.S.\$500,000,000 2 1/4 per cent. Notes due 1992 and U.S.\$350,000,000 4 per cent. Notes due 1993

#### "Adjustments of Subscription Prices"

Notice is hereby given pursuant to Condition 7 of the Warrants mentioned above that as a result of the free distribution of shares of common stock of the Company to the shareholders of record as of 31st December, 1990, at the rate of 0.03 shares per one share held, the Subscription Prices of the respective Warrants shall be adjusted as follows:

1. Warrants issued with 2 1/4 per cent. Notes due 1992	
1) Subscription price before adjustment	\$2,439.80
2) Subscription price after adjustment	\$2,323.60
2. Warrants issued with 4 per cent. Notes due 1993	
1) Subscription price before adjustment	\$2,049.00
2) Subscription price after adjustment	\$1,951.40

Effective Date of these adjustments: 1st January (Tuesday), 1991 Japan time.

KIRIN BREWERY COMPANY, LIMITED  
Tokyo, Japan  
By: The Mitsubishi Bank, Limited  
As Fiscal Agent  
30th November, 1990

Effective today Daiwa (Switzerland) Ltd. has been granted a full banking licence in Switzerland and has changed its name to



### Daiwa Securities Bank (Switzerland)

Head Office: Rennweg 38, 8022 Zurich  
Geneva Branch: 31, Rue du Rhone, 1204 Geneva  
Lugano Branch: Via d'Alberti 1, 6900 Lugano

**Daiwa Securities Co. Ltd.**  
6-4 Otemachi, 2-chome, Chiyoda-ku, Tokyo 100

Issued and approved by Daiwa Europe Limited, a member of TSA, AFBD, ISE.

### Wells Fargo & Company

US\$200,000,000  
Floating rate subordinated notes due 2000

In accordance with the provisions of the notes, notice is hereby given that for the interest period 30 November 1990 to 31 December 1990 the notes will carry an interest rate of 8 1/4% per annum. Interest payable on the relevant interest payment date 31 December 1990 will amount to US\$89.97 per US\$100,000 note and US\$349.85 per US\$500,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan

### Wells Fargo & Company

US\$150,000,000  
Floating rate subordinated notes due 1992

In accordance with the provisions of the notes, notice is hereby given that for the interest period 30 November 1990 to 31 December 1990 the notes will carry an interest rate of 8 1/4% per annum. Interest payable on the relevant interest payment date 31 December 1990 will amount to US\$69.75 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan

## INTERNATIONAL COMPANIES AND FINANCE

### Agreement near on News Corp debt talks

By Alan Friedman  
in New York

MR Rupert Murdoch's News Corporation is poised to complete an agreement with its bank creditors on a debt rescheduling formula that covers \$6.5bn of bank borrowings and a further \$1bn of debt securities.

The most immediate breathing space is the clause to defer the News Corp's debt to 1991, instead of earning a sizeable profit in the final six months of 1990. Novatel would suffer a loss.

Disclosing the termination of the Bosch deal, Telus also announced the dismissal of Novatel's chairman and chief

## Bosch pulls out of CS\$110m deal to buy half of Novatel

By Bernard Simon in Toronto

THE GERMAN electrical and automotive parts group Robert Bosch has pulled out of a proposed CS\$110m (US\$95m) deal to buy 50 per cent of Canada's only cellular telephone maker, Novatel Telecommunications of Calgary.

The proposed acquisition, announced last July, was thrown into doubt in September when Novatel's parent, the Alberta telephone company Telus Corp, announced that, instead of earning a sizeable profit in the final six months of 1990, Novatel would suffer a loss.

Disclosing the termination of the Bosch deal, Telus also announced the dismissal of Novatel's chairman and chief

executive, president and chief operating officer and vice-president and group controller.

The sudden reversal at Novatel, due largely to weak sales to US retail customers and delays in testing and delivering products, has been an embarrassment for the Alberta government.

Novatel's revised forecasts came to light as the government was in the throes of a partial privatisation of Telus (formerly known as the Alberta Government Telephones Commission). Under the initial projection, Novatel would have contributed almost one-fifth of Telus's total earnings.

The Alberta authorities have

promised to inject CS\$2m into Novatel to make good the profit forecast contained in the original prospectus for Telus's CS\$5m share offering, which was the biggest public share issue in Canada.

Besides making up the shortfall in Novatel's earnings, the government has also agreed to give Telus the option of returning its stake in Novatel to government ownership before the end of 1991.

With sales last year of close to CS\$30m, Novatel claimed to be the world's second largest supplier of cellular phones, with a 21 per cent share of the US market and 9 per cent of the UK market. The company employs about 1,200 people.

## Hard times tell at US retailer

By Nikki Tail in New York

NEIMAN MARCUS, a retailer 60 per cent owned by General Cinema, yesterday reported a 13.6 per cent fall in third-quarter after-tax profits, further indicating the tough times being faced by general merchandise retailers in the US.

The company, which takes in the Bergdorf Goodman operation in New York, Contempo Casuals fashion stores and the Neiman Marcus stores, made \$10.3m in the period, compared with \$11.9m in the corresponding period a year earlier.

Revenues increased by 6.8 per cent to \$426.1m, while at the operating level, profits showed a more modest 4 per cent drop to \$30.7m.

Yesterday, Mr Richard Smith, Neiman's chief executive, said the results had been hit by "the economic softness". The almost static revenue picture, he added, was "well below our expectations".

The Neiman Marcus stores showed a slight improvement in operating profits while Contempo Casuals recorded a "significant rise" at the operating level and gross margins improved.

By contrast, Bergdorf Goodman showed a sharp profit decline and the company reported increased discounting on stock.

Interest charges rose to \$3.1m from \$2.2m. General Cinema recently proposed buying out minority shareholders for \$14.40 a share, but withdrew its offer following protests from investors that the figure was too low.

## Goldome interests sold to Manny Hanny for \$16.5m

By Alan Friedman

MANUFACTURERS Hanover Trust, the large New York-based commercial bank, is to spend \$16.5m to acquire \$1.6bn of deposits and 13 branches of Goldome, a troubled New York and Florida retail banking company.

The purchase price is low and compares favourably with a similar transaction in 1989, when Manny Hanny paid \$65m for 11 other Goldome branches with \$1.2bn of deposits.

Goldome, which is facing a capital shortfall and has gone through a radical restructuring during the past year, said the price had come down so much in a year because of "the glut of deposits on the market".

Manufacturers Hanover said the acquisition would increase

its retail deposits to \$18.6bn and its branch network in New York State to 229 branches.

Manny Hanny said the acquisition was both a strategic fit for its regional retail banking operations and a way of broadening its funding base of core consumer deposits.

Through holders are expected to accept, analysts say it is a sign that Magna is falling behind in its efforts to restructure its CS\$1.2bn (US\$1bn) debt.

Magna had hoped to complete CS\$350m of asset sales by the end of the year, but the amount realised has been less than expected.

Magna insists that the repayment extension is needed to allow restructuring negotiations to be completed with its lenders.

## Cut in loan write-offs lifts National Bank of Canada

By Robert Gibbens in Montreal

NATIONAL Bank of Canada, the country's sixth largest chartered bank, yesterday reported a sharp increase in net profit to CS\$170.5m (US\$147m), or CS\$1.2 a share, from CS\$117m, or 6 cents, a year earlier.

Loan loss provisions for fiscal 1990 were CS\$249.5m, including most of a writedown of a CS\$150m loan to business executive Mr Robert Campeau.

In fiscal 1989, loan loss provisions were CS\$41.8m, mainly to

cover writedowns in the bank's Third World debt. National Bank's exposure to Third World debt is now about 70 per cent provisioned.

Fourth-quarter profit improved to CS\$17.2m, or 7 cents a share, after loan loss provisions of CS\$93.3m. A year earlier the bank posted a loss of CS\$176.9m, or CS\$1.57, following loan loss provisions of CS\$322m.

The per-share earnings figures are after preferred dividends.

## AT&T to shed 3,000 jobs

By Karen Zagor in New York

AMERICAN Telephone and Telegraph (AT&T), the biggest US telecommunications group, is going ahead with plans to make its long-distance network more competitive by cutting another 3,000 jobs next year.

The move is part of AT&T's previously announced plan to modernise its long-distance network, upgrading the service to an all-digital system.

The company took a \$6.72bn writedown in December 1988 to cover the costs of modernising the network and the anticipated job losses.

AT&T said it would trim 10,000 jobs from Network Services and eliminate 6,000 operating jobs.

Network Services has already shed 7,000 positions this year.

## Arco to buy Oryx oil assets

ATLANTIC RICHFIELD (Arco), the Los Angeles-based oil and gas company, is to pay \$642m for part of the Midway-Sunset offshore oil interests in southern California, writes Alan Friedman. The properties have net daily production of 23,000 barrels and are owned by Oryx Energy, a Dallas-based independent oil company.

NOTICE OF RATE OF INTEREST  
BANQUE EXTREME  
D'ALGERIE  
US\$500,000,000  
Floating Rate Notes due 2000

In accordance with the provisions of the Agency Agreement between Banque Extremes d'Algerie and Citibank N.A., dated as of May 22, 1986, notice is hereby given that the interest rate on the Floating Rate Notes will be US\$42.28 for each Note of US\$100,000 and US\$42.28 for each Note of US\$500,000.

By CITIBANK N.A.  
(C.S.S.I. Dept)  
London Agent Bank

### N.Z.I. FINANCIAL SERVICES (UK)

US\$125,000,000  
Floating rate notes due 1994

In accordance with the provisions of the Agency Agreement between N.Z.I. Financial Services and Citibank N.A., dated as of May 22, 1986, notice is hereby given that the interest rate on the Floating Rate Notes will be US\$42.28 for each Note of US\$100,000 and US\$42.28 for each Note of US\$500,000.

Agent: Morgan Guaranty Trust Company  
JP Morgan

### CORRECTION ADVICE

SVENSKA INTERNATIONAL LTD US\$25,000,000 - SUBORDINATED FLOATING RATE NOTES 1995

Notice is hereby given that for the interest period from 30 November 1990 to 31 May 1991 the rate of interest on the notes is 8.4375 per cent per annum.

The coupon amount will be USD 426.56 per USD 10,000 Note.

SVENSKA HANDELSBANKEN SA  
AGENT BANK

### NOTICE OF REDEMPTION



European Investment Bank  
ECU 150,000,000  
8 1/2% Bonds due 1997

Pursuant to the Terms and Conditions of the Bonds, notice is hereby given to bondholders that ECU 7,500,000 of the European Investment Bank's 8 1/2% Bonds due 1997 were purchased for redemption on November 24th, 1990.

Outstanding on November 24th, 1990: ECU 142,500,000  
Luxembourg, November 30th, 1990

### CITICORP

U.S. \$500,000,000  
Subordinated Floating Rate Notes  
Due May 29, 1998

Notice is hereby given that the Rate of Interest has been fixed at 8.5625% and that the interest payable on the relevant Interest Payment Date February 28, 1991 against Coupon No. 19 in respect of US\$10,000 nominal of the Notes will be US\$214.06 and in respect of US\$250,000 nominal of the Notes will be US\$535.15.

November 30, 1990, London  
By Citibank, N.A. (C.S.S.I. Dept), Agent Bank

CITIBANK

### FIRST BANK SYSTEM, INC.

US\$200,000,000  
Subordinated Floating Rate Notes due 2010

Notice is hereby given that for the interest period from 30 November 1990 to 28 February 1991 the interest rate on the Floating Rate Notes will be 8 1/4% per annum and that the interest payable on the Floating Rate Notes will be US\$15.63 per US\$10,000 Note and US\$390.75 per US\$250,000 Note.

Agent: Morgan Guaranty Trust Company  
JP Morgan

### TSB HILL SAMUEL BANK HOLDING COMPANY PLC

(formerly Hill Samuel Group plc)

US\$75,000,000  
Perpetual Floating Rate Notes

In accordance with the provisions of the Agency Agreement between TSB Hill Samuel Bank Holding Company PLC and Citibank N.A., dated as of May 22, 1986, notice is hereby given that the interest rate on the Floating Rate Notes will be US\$42.28 for each Note of US\$100,000 and US\$42.28 for each Note of US\$500,000.

Agent: Morgan Guaranty Trust Company  
JP Morgan

البنك التجاري الدولي







## INTERNATIONAL CAPITAL MARKETS

## LVMH to raise FF4bn in repackaged notes deal

By George Graham in Paris

LVMH, the French drinks and luxury goods group, is to raise nearly FF4bn of fresh cash by an issue of repackaged perpetual notes.

The issue is one of a series of similarly structured deals in which FF15bn of repackaged notes, combining some of the advantages of both debt and equity, will be placed with mostly European investors.

The operation involves LVMH issuing FF15bn of nominally perpetual subordinated notes to a private pool of banks.

A portion of the money is used to buy single coupon bonds - in this case issued by

the Kingdom of Denmark - which will be used to repay the principal in 15 years' time.

The issue will allow LVMH to refinance around half the FF15bn cost of doubling its stake in Guinness, the UK drinks group, to 24 per cent last summer.

This type of note was first issued in 1988 by Rhône-Poulenc, the state-owned chemicals group, and then by a number of other French nationalised companies. The flow of deals has, however, been held up in recent months by doubts over the tax treatment.

The repackaged perpetual notes can be treated in French

company balance sheets as equity, but, subject to approval from the tax authorities, the coupon payments can be treated as interest and are thus tax-deductible.

The deal was managed by J.P. Morgan together with Crédit Lyonnais. Morgan is also handling similar deals for Accor (together with Banque Nationale de Paris), CMB Packaging and Legrand. Other companies which are also planning to use repackaged perpetual notes to raise capital include Ciments Français, which is expected to issue FF1.5bn under the lead management of Paribas, by the end of the year.

## New issues hit as doubts crowd in

By Simon London

NEW issue activity in the international bond market was restricted to the Swiss franc market yesterday, underlining the fragility of the primary market in the face of political and economic uncertainties.

The Swiss franc market has remained open for Japanese corporate and supranational borrowers throughout the autumn, and the biggest public offering deal yesterday was a SF100m five-year issue from Aegon, the Dutch insurance company, via Swiss Bank Corporation, carrying a coupon of 7½ per cent.

Elsewhere, borrowers said to be looking at the market include Export-Import Bank of Japan, which is expected to come with a dollar offering at the seven to 10-year maturity with an offering in the region of \$200m in the next few days.

In the secondary market, bond yields have been falling in many sectors from high points during October. Euro-

dollar bond spreads have narrowed over the past month, with traders reporting some buyers coming back into the market.

For example, the first tranche of the European Investment Bank's \$600m seven-year issue was launched at the end of October by Warburg

## INTERNATIONAL BONDS

Securities at a spread of 54 basis points over US Treasury paper, which many in the market felt to be tight. Following Wednesday's fungible offering via Goldman Sachs and Salomon Brothers, the paper is trading at 49 basis points over Treasury.

A similar picture emerges from Standard & Poor's Euro-dollar corporate yield index, which is showing a yield of 9.88 per cent on Wednesday,

against 9.75 per cent on November 7.

The UK gilt market rallied by four points during the Conservative party leadership elections and Eurosterling bonds followed suit.

According to syndicate managers, suspicion of corporate issues has not intensified despite signs of recession. Moreover, the best quality corporate credits appear

unscathed, evidenced by the success of the British Gas \$75m fungible issue launched last week via CSFB and later increased to \$125m.

However, lesser quality corporate credits have relied heavily on banks as buyers of their international bonds. The banks package the bonds with an interest rate swap to construct a floating-rate asset. However, as pressure on bank margins has intensified, the "fall back" price offered by the bank asset swap market could decline further.

## Banks struggle to achieve capital adequacy

Simon London charts the difficult road to the Basle Committee proposals

THE road to capital adequacy for international banks is strewn with the wreckage of failed financial institutions.

The Basle Committee of central bank regulators published draft proposals on harmonised capital standards for the world's banking system in December 1987.

Ever since, banks have been engaged in an unequal struggle to come up with capital instruments acceptable to both regulators and investors.

The Basle Committee guidelines set down capital adequacy standards, specifying a minimum ratio of capital to assets, which are being phased in by 1993.

Total capital must reach 8 per cent of assets - although some assets, such as mortgage loans, require less than the full 8 per cent to be set aside because they are considered less risky. Each national regulatory authority interprets the guidelines somewhat differently.

Of the 8 per cent, half must be Tier I or "core" capital, comprising equity and non-cumulative perpetual preference shares.

The remainder must be a mix of Upper and Lower Tier Two capital, comprising subordinated debt instruments, provisions and revaluation reserves.

However, following a year of volatile stock and bond markets, many of the world's leading financial institutions remain short of the Basle targets.

Researchers at S.G. Warburg estimate that seven of the world's 10 largest banks - all of them Japanese - are short of capital requirements by as much as \$15bn in total. There are also large banks in the US,

France and Italy with potential capital shortfalls.

The situation could get worse as banks provide against non-performing loans in the face of a deepening economic gloom.

Access to Tier I capital is the overriding concern for the majority of banks, since Tier II capital under the Basle guidelines.

With stock markets in a bear phase, equity capital is expensive - if it can be raised at all.

Nationalised banks are even more limited by the reluctance of national governments to inject fresh equity funds.

This has been a particular headache for French nationalised banks. On equity measures alone, the French banks had a long way to go to meet Basle Committee Tier I requirements.

In 1985, the capital resources of French banks represented only 1.9 per cent of total assets, against 4.4 per cent for German banks and 6.3 per cent for the UK. General reserves tend to be higher than in the UK, but reserves are Tier II capital under Basle Committee guidelines.

To make matters worse, preference capital, the other Basle Committee Tier I alternative, cannot be issued in certain jurisdictions, including France and Japan.

In an attempt to circumvent this problem, French nationalised banks Crédit Lyonnais and Banque Nationale de Paris tried to issue an intricate form of perpetual subordinated capital notes as Tier I capital in 1988.

The instruments shared some of the attributes of equity.

For example, the principle need not be repaid by the

bank. Instead, interest from the bank goes into a trust and is paid at issue and invested in US Treasury stocks via a special trust company to meet redemption payments. The debt was heavily subordinated and interest payments could be stopped should the issuer run into trouble.

Moreover, the \$450m of notes issued by Crédit Lyonnais included a feature by which the face value of the notes could be written down after 15 years if the bank ran into difficulty.

## Estimates suggest that seven of the world's top 10 banks - all of them Japanese - are short of capital requirements by as much as \$15bn in total.

This would not affect the note holders but would restrict the ability of the bank to lend against the capital - acting as a "shock absorber" in the manner of equity.

However, this was not good enough for the Basle Committee and the instruments were ruled to be Tier II - of which the banks in question already had enough.

Outside of France and Japan, banks have been focusing on non-cumulative, non-redeemable preference shares for Tier I capital.

The instruments pay a fixed interest rate and have a prior claim to the assets of the bank than ordinary shareholders. However, interest pay-

ments can be suspended if the bank gets into trouble and do not mount up for payment at a later date.

The big demand for non-cumulative preference shares is in the US, although investors are loath to take paper from banks with anything less than a double-A credit rating. Elsewhere, Barclays is believed to be developing a similar instrument for issue in the Far East, and Bank of Scotland has raised \$100m of Tier I capital with a sterling preference share issue.

Where demand for preference capital can be tapped, the main drawback is one of cost. The coupon payments on preference shares are paid out of after-tax profits - they are not tax deductible for the bank. The main challenge facing bank treasurers is to devise a structure which counts as Tier I "equity" capital for Basle purposes but offers tax deductible servicing costs like a debt instrument.

Such debt/equity hybrids are already being issued by UK corporations in the form of convertible capital bonds and by French companies on the model similar to the Crédit Lyonnais/BNP issues.

The financial engineers are now trying to adapt some of this technology for the banks.

Laying on international tax treaties can help cut the cost of capital.

Thus Barclays' US preference shares cost it 8 per cent but the yield was more than 11 per cent to the investor - because advanced corporation tax (ACT) can be reclaimed under the US/UK tax treaty.

National Westminster, Midland and Bank of Scotland have made filings with the US Securities and Exchange Com-

mission allowing them to make similar preference issues when market conditions are right.

Another way of cutting the cost of capital is to issue the preference shares through an offshore subsidiary.

However, it is difficult to repatriate the share capital from a subsidiary to the parent bank in a manner acceptable to banking regulators.

While Tier II debt raised by a subsidiary can be lent on to the parent bank without any problem, it is against company law for a subsidiary to hold shares in its parent company.

Other methods of "upstreaming" have proved either prohibitively expensive or have not satisfied the Basle Committee.

Another hurdle for preference shares is that investors in the international bond market demand that interest is paid gross, which would rule out reclamation of ACT or withholding tax on the US market.

Any changes to the original Basle rules will be hard-won and new instruments will not be readily accepted as Tier I capital.

The principle is that the Basle Committee is trying to keep Tier I clean, simple and free of debt.

It doesn't like debt instruments and complicated repackaging of debt instruments, commented one monetary source.

On the other hand, the BIS will want to avoid the embarrassing spectacle of many of the world's leading banks falling foul of its own standards.

(A second article examining Tier II capital will appear on the international capital markets pages next week)

## US modifies price for Venezuelan debt restructuring

By Peter Riddell, US Editor, in Washington

THE US Treasury is to issue \$7.5bn of zero-coupon 30-year bonds to Venezuela as part of its debt restructuring. The pricing has been modified from a similar bond issue for Mexico which attracted considerable criticism.

Both the General Accounting Office, the Congressional watchdog, and the House

Banking Committee argued that the Mexican terms represented a hidden subsidy by US taxpayers, a charge denied by the US Treasury.

The Mexican issue was priced on the basis of the yield for 30-year Treasury bonds, while the Venezuelan issue, which is less than a quarter of its size, will be based on the

price of Strips, as Treasury bonds that are stripped of their coupons are known. The price is at a deep discount so that Venezuela will pay about \$61m for the bonds.

The change in pricing means Venezuela will pay more for the bonds, around 25 basis points, than if the Mexican method had been used, though

the fee paid to the US Treasury will be smaller, saving roughly \$15m. The lower fees on zero-coupon issues will apply to domestic issues, like those involved in the savings and loan rescue, as well as international placements.

The Treasury bonds will be used as collateral to back bonds that Venezuela will

issue in exchange for commercial bank loans.

The price of the Treasury zero-coupon bond will be based on the Strips rate of the two Strips securities with maturity dates nearest to the maturity of the Venezuelan debt securities (March, 2020). That rate will be reduced by a 4.7 basis point accommodation fee.

## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS		Thursday November 29 1990									
Figures in parentheses show number of stocks per section		Index	Day's Change	Est. Earnings (1990)	Gross Div. Yield (25%)	P/E Ratio (Nov)	Adj. P/E Ratio	Index	Day's Change	Index	Day's Change
1 CAPITAL GOODS (195)		718.10	+0.7	14.94	6.65	8.18	34.18	722.81	+0.7	724.40	+0.6
2 Building Materials (26)		985.47	+0.2	14.73	6.20	8.55	41.09	983.64	+0.2	985.21	+0.1
3 Chemicals (12)		1159.44	+0.5	16.20	6.94	8.02	59.48	1161.64	+0.5	1162.19	+0.5
4 Electricals (10)		1877.26	+1.2	14.95	7.18	8.19	99.22	1900.53	+1.2	1905.09	+0.6
5 Electronics (26)		1578.20	+0.9	10.69	5.45	12.73	60.29	1592.77	+0.9	1609.33	+0.6
6 Engineering-Aerospace (8)		389.76	+1.8	17.21	6.25	6.96	17.27	396.89	+1.8	400.20	+0.6
7 Engineering-General (47)		258.05	+0.5	16.15	7.15	7.47	16.02	267.76	+0.5	271.62	+0.6
8 Metals and Metal Forming (8)		401.85	+0.1	23.06	8.50	5.33	24.83	401.43	+0.1	396.11	+0.2
9 Motors (13)		282.28	+1.5	17.69	8.52	6.59	17.45	286.55	+1.5	291.56	+0.5
10 Other Industrial Materials (23)		1230.38	+0.8	13.73	6.66	8.42	62.04	1240.86	+0.8	1251.77	+0.6
21 CONSUMER GROUP (178)		1263.59	+1.2	10.21	4.28	12.18	35.49	1283.03	+1.2	1311.44	+0.6
22 Brewers and Distillers (22)		1526.35	+0.2	10.48	3.91	11.78	35.88	1529.53	+0.2	1540.49	+0.5
23 Food Manufacturing (19)		1011.42	+0.5	11.45	4.89	10.74	31.63	1016.36	+0.5	1018.64	+0.2
24 Food Retailing (16)		2225.69	+0.7	10.07	3.37	12.98	58.72	2231.56	+0.7	2251.31	+0.6
27 Health and Household (18)		2433.54	+1.0	7.30	3.11	16.23	59.14	2468.86	+1.0	2499.47	+0.6
29 Leisure (32)		1282.40	+0.2	12.30	5.91	8.76	45.44	1288.66	+0.2	1312.41	+0.6
31 Packaging & Paper (12)		510.50	+0.2	12.62	6.82	9.74	23.79	509.55	+0.2	510.62	+0.1
32 Publishing & Printing (13)		2970.16	+0.1	12.10	6.38	10.34	139.88	2973.53	+0.1	2994.01	+0.6
34 Stores (34)		801.89	+1.2	10.65	4.54	12.20	25.63	811.39	+1.2	825.43	+0.6
35 Textiles (12)		428.43	+0.6	13.78	8.29	9.20	26.32	430.99	+0.6	432.64	+0.2
40 OTHER GROUPS		989.44	+0.4	12.69	5.81	8.56	33.45	992.30	+0.4	1000.41	+0.6
41 Agencies (14)		888.96	+0.9	12.06	3.78	10.09	23.93	913.22	+0.9	921.37	+0.6
42 Chemicals (24)		1037.61	+1.1	13.06	6.50	9.03	50.79	1049.29	+1.1	1059.47	+0.6
43 Conglomerates (14)		1287.79	+1.5	13.18	7.78	9.11	41.19	1307.14	+1.5	1328.02	+0.6
44 Transport (13)		1168.90	+0.9	11.64	4.99	11.17	26.09	1188.23	+0.9	1194.38	+0.6
47 Water (10)		2101.69	+0.2	13.80	6.44	8.21	68.12	2105.15	+0.2	2131.94	+0.6
48 Miscellaneous (26)		1514.48	+0.7	12.36	5.86	9.40	63.59	1504.82	+0.7	1514.06	+0.6
49 INDUSTRIAL GROUP (479)		10270.15	+0.3	12.01	5.27	10.22	35.60	10272.73	+0.3	10283.83	+0.6
51 Oil & Gas (21)		2571.42	+0.7	9.43	5.36	13.84	95.39	2595.57	+0.7	2633.85	+0.6
59 500 SHARE INDEX (500)		1130.60	+0.1	11.61	5.29	10.66	40.42	1131.81	+0.1	1136.62	+0.6
61 FINANCIAL GROUP (102)		711.60	+0.2	7.67	6.02	7.40	34.02	726.36	+0.2	727.43	+0.1
62 Banks (9)		754.39	+0.2	7.67	6.02	7.40	34.02	754.01	+0.2	758.51	+0.1
65 Insurance (Life) (7)		1303.16	+0.7	5.81	-	-	55.82	1312.09	+0.7	1324.21	+0.6
66 Insurance (Non-Life) (6)		628.37	+0.4	5.81	-	-	32.08	645.00	+0.4	659.39	+0.6
67 Insurance (Brokers) (8)		967.40	+0.5	7.82	6.65	16.74	48.39	972.23	+0.5	970.79	+0.1
68 Merchant Banks (7)		553.12	+0.3	5.48	6.21	34.34	14.24	555.42	+0.3	554.43	+0.2
69 Property (44)		297.32	+0.7	9.91	5.08	16.74	36.55	296.36	+0.7	298.61	+0.6
70 Other Financial (21)		247.33	+0.9	11.43	7.29	11.24	13.00	249.88	+0.9	250.38	+0.1
71 Investment Trusts (70)		1003.82	+0.4	4.01	-	-	28.74	1008.05	+0.4	1012.15	+0.6
92 Overseas Traders (5)		1180.81	+0.1	12.09	7.82	9.85	70.90	1179.80	+0.1	1190.44	+0.6
93 ALL-SHARE INDEX (677)		1027.16	+0.4	-	5.47	-	38.48	1031.25	+0.4	1038.59	+0.6
FT-SE 100 SHARE INDEX		2135.61	+0.7	2145.91	2129.81	2144.51	2159.51	2151.91	+0.7	2170.51	+0.6

## FIXED INTEREST

PRICE INDICES		Thu Nov 29	Day's change %	Wed Nov 28	ad adj. today	ad adj. 1990 to date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
British Government		120.22	+0.11	120.10	-	10.71	6	British Government	5 years	9.44	9.58	10.32	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553																																																																																																																																																																																																																																																																																																																																																																																																																																																									



## Rhodium rise offsets fall in prices of other precious metals Static start at Johnson Matthey

By Kenneth Gooding, Mining Correspondent

JOHNSON MATTHEY, the precious metals refining and marketing group, was "in good heart and going quite well," said Mr David Davies, chairman, yesterday after reporting that, in spite of tough trading conditions, taxable profit for the six months to September 30 had slipped by only 3 per cent, from £23.5m to £22.5m.

JM's share price rose 2p to 220p immediately after the news, boosted, analysts suggested, by the company's decision to lift the interim dividend payment by 5p to 3p. Mr Davies emphasised this did not necessarily indicate that the full-year dividend would be increased. It was "to restore a more normal balance between the interim and final dividend."

The outcome for the full year would depend on precious metal prices and exchange rates, as well as on the effect of the recession on JM's customers, he pointed out.

Operating profits were down in three of the four divisions. Precious metals prices, with the exception of rhodium, had been lower and the dollar weakened against sterling, reducing profits earned overseas.

This was partly offset by the price of rhodium, used in automotive catalysts, which jumped from an average of

\$790 a troy ounce to more than £3,500 at one stage before settling at £2,278. In addition, a healthy balance sheet and high interest rates resulted in net interest earned of £2.3m, compared with interest payable of £100,000.

A higher tax charge of £10.8m (£8.2m) reduced profits after tax from £25.3m to £14.7m and earnings per share from 13.8p to 11.5p.

### COMMENT

JM is beginning to look recession-proof. Tough operating conditions are being compensated for by the hard-nosed rationalisation programme, which already has claimed 385 jobs but continues for another year or so. First-half profits were bolstered by an unexpected, huge jump in rhodium prices and a useful £2.3m of net interest earned. But, to give credit where it is due, JM made the most of organising the supplies of rhodium which were available and its treasury made sure that borrowings were mainly in platinum, which attracts interest of only 3 to 4 per cent, while available cash was deposited in sterling money markets. The new management continues to take a hard line in setting operating company targets, it looks for a 20 per cent return on net assets, even though this will be



David Davies: In good heart and going quite well

Tony Andrews

exceptionally difficult to achieve in the current economic climate.

Analysts expect the second-half to be unexciting and to produce full-year pre-tax profits of about £24m compared with £28.2m in 1989-90 (a total

reduced by hefty provisions). They expect the current year's dividend to be lifted from 8p to 9p. This justifies the present share price and, for anyone willing to take a one to two-year view, JM looks good value.

### DIVIDENDS ANNOUNCED

BPB Industries	4	Jan 25	4	-	11.25
Caledonia Investments	4.5	Jan 24	4	-	10
Capital Radio	3.5	Jan 11	3	5.25	4.5
Dawson Int'l	2.9	Jan 22	2.9	-	9
Hunter Saphir	1.35	Feb 14	1.35	-	5.05
Jarvis Porter	1.4	Jan 18	1.4	-	4.2
Johnson Matthey	3	-	2.5	5	8
MEPC	13.75	-	12.5	19	17
Mounview Ests	6	-	4	-	11.5
Osborne & Little	2	Jan 23	2	-	5.8
Penny & Giles	1.45	Jan 31	1.25	-	4.25
Porter Chadburn	0.87	Apr 6	0.725	-	2.175
Royal Bank Scot	5.6	-	4.8	8.4	7.2
Sidlaw Group	5	-	4.7	8	7.7
South West Water	6.7	March 4	7.5	-	-
Stocklake Hlths	9	Jan 8	7.5	-	18

Dividends shown pence per share net except where otherwise stated. On capital increased by rights and/or acquisition issues.

### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the sub-divisions shown below are based mainly on last year's investments.

TODAY  
Interim: Albrighton, Arden, Asprey, European Colour, Flagstone Hlths, Kirtly Little, Spalding Securities Int'l, Toms Estates, Visco, Ultra-Vision  
Final: Control Techniques, United Drug

## TIP Europe shares dive on profit warning

By Jane Fuller

SHARES in TIP Europe, the Anglo-Dutch trailer rental company, plunged 22p yesterday to 49p after a warning that its pre-tax profit would fall below last year's level.

The highly geared, formerly acquisitive company also announced that Mr Jim Davis had taken over as non-executive chairman, replacing Mr Jim Cleary, the executive chairman who was standing for re-election to the board as a non-executive director.

The group, which has been hit by a fall in demand for its UK fleet, had been expected to increase pre-tax profit to £16m or £17m this year.

Mr Davis said that following a bad start to the year, it was unlikely to match the £15.5m made in the 12 months to July 31 in spite of a recent improvement in trading.

TIP was also discussing the interest cover stipulation attached to a loan covenant with some of its banks because it had fallen below the mark.

Mr Davis said this "blip" was being sorted out and the banks were being very good.

The group had faced no difficulty paying its interest and borrowings were coming down. At the year end they stood at £160m, representing a gearing of 870 per cent.

On the management changes, Mr Davis said: "After a period of rapid growth, the board wanted a more aloof, objective non-executive chairman. When you acquire, there is always a lot of fat and there are a lot of savings to be made."

Changes were designed "to put distinctive people in charge of trailer rental and other activities." The priorities would be cost control and hard marketing.

## AB Electronic shares fall 31p on warning

By David Owen

Shares of AB Electronic Products dived yesterday after Sir Peter Phillips, chairman, warned that the Glamorgan-based electronic components manufacturer might report an interim loss.

The shares closed 31p down at 87p, having recovered from a day's low of 81p. At the closing price, the group is valued at some £22m.

Speaking at the company's annual meeting, Sir Peter said that full-year sales were expected to be lower than last year and that "the outturn for the first half... may result in a small loss."

Price competition had been severe "for some considerable time" and profit margins had been falling. "Although sales prospects remain depressed, the cost base will be reduced by measures we have taken."

Steps have included combining connector manufacturing operations at Northampton and Aberystwyth, Mid Glamorgan, merging two microproduct businesses and cutting head office staffing. The group had cut staff by 11 per cent since June 30 last, Sir Peter added.

In the year to June 30, AB reported pre-tax profits of £11.13m on turnover of £261.3m. The group's activities include assembling printed-circuit boards for computer manufacturers.

## Interest turnaround of £6.8m dents BPB Industries' profits

By Andrew Taylor, Construction Correspondent

OPERATING PROFITS of BPB Industries' gypsum and plasterboard businesses tumbled by 47 per cent from £53.7m to £28.7m during the six months to the end of September.

Total operating profits fell by a third to £44.4m (£68.5m) despite a 20 per cent increase in paper and packaging profits to £15.7m (£12.1m).

Earnings per share fell by 41 per cent to 7.8p (£12.9p) as pre-tax profits slipped to £45m (£74.6m). Interest charges totalled £4.6m (£2.3m receivable).

Group turnover, following the sale of four non-gypsum businesses for about £40m fell to £377.5m (£420.8m).

The disposals created a book profit of £10m which was taken as an extraordinary item. The company is currently negotiating the sale of a fabrics subsidiary in Germany and a headquarters building near Nottingham.

Mr Brian Hogben, finance director, said gearing was currently about 50 per cent and was expected to remain at that level at the end of the financial year. Borrowings had risen following recent large acquisitions - of 85 per cent of Inverys, Spain's leading gypsum producer, for £57m, and SAMC and Plâtres Lambert in France for £129m.

The purchases were in line with the group's policy of making it a market leader in each of the countries in which it operated, said Mr Hogben.

● COMMENT  
The halcyon days for BPB when margins on UK plasterboard deliveries were about 25 per cent are long gone. Earnings per share, which for 15

years rose at an average annual rate of 20 per cent, fell by more than 40 per cent in the first half as margins on UK plasterboard sales slipped below 10 per cent. It is little comfort to shareholders that BPB claims its rivals in the UK are having to sell at a loss to win market share. Redland's option to sell its share of its plasterboard venture to Lafarge currently looks like a good deal. Prospects are unlikely to improve in the short term. The UK construction market remains deeply depressed and the price war in western Europe would appear to have some way to run yet.

BPB has worked hard to get its costs down but profits are still only likely to about £50m for the full year compared with £126.4m in 1989/90. This puts the group on a prospective p/e of just over 12.

Capital Radio is in a good position to limit the damage through its strong market position. Analysts were also holding out some hope of an upturn next summer. Even so the dominant radio business will do well to hold its trading profit after a slight fall last year. A more positive picture comes from the other, albeit much smaller, activities. Healthy cash generation, the benefit of sound investments and progress at Ewart should produce growth. Meanwhile the management has set a firm course on cost control. All this adds up to a solid outlook for pre-tax profit, forecast to rise to £16.5m this year. But the opportunities both to gain more ground in local radio outside London and to apply, perhaps in a consortium, for a national station will more than make up for any lack of excitement in the figures. On yesterday's closing price of 149p (up 4p), the prospective p/e is 9.4. It remains a quality investment, although the adverse business climate limits the scope for short-term progress.

● COMMENT  
Although a tough year lies ahead for advertising revenue,

## Capital Radio up 5% to £15.8m

By Jane Fuller

CAPITAL RADIO, the London commercial radio group, increased pre-tax profit by more than 5 per cent to £15.84m in spite of a slight decrease in advertising revenue.

The profit growth in the 12 months to September 30 1990, from £15.04m, was helped by a £740,000 increase in interest income and by a full-year contribution of £776,000 from Ewart, the independent television studio acquired in June last year.

The group's turnover advanced by less than 3 per cent to £37.52m (£36.57m). Mr Nigel Walsley, managing director, said the last two months of the year had been disappointing, although there had been some recovery in October.

Capital Radio, which accounted for 92 per cent of turnover, increased the audiences for both its music stations, with Capital Gold, the "golden oldie" business launched two years ago, growing from 1.8m to nearly 2.5m listeners compared with Capi-

tal FM's 3.9m. Allowing for overlap, Mr Walsley said they reached 43 per cent of the 10m Londoners, up from 38 per cent the previous year.

To combat the downturn in advertising, operating costs had been cut by 4 per cent. A further saving of £400,000 a year was to come in payments to the Independent Broadcasting Authority as, under the Broadcasting Act, it switched to a fixed tariff rather than charging a higher rate to larger stations.

Cash rose to £15.14m, compared with £8.79m in September 1989. The sale of a stake in a publishing group netted an extraordinary profit of nearly £800,000. Net assets rose 33 per cent to £24.3m.

Because of an increased number of shares in issue, partly reflecting the Ewart acquisition, earnings per share were 15.6p (£15.5p). A proposed final dividend of 3.5p makes a total of 5.35p (4.5p).

● COMMENT  
Although a tough year lies ahead for advertising revenue,

## Caledonia Investments advances 15% to £19m

By David Owen

CALEDONIA Investments, the investment holding company, yesterday reported a 15 per cent advance in interim profits buoyed by a three-fold increase in net interest receivable.

The company attributed this to the augmentation of its cash deposits by the receipt last December of £82m from the redemption of British & Commonwealth preference shares. Caledonia sold the bulk of its 31 per cent stake in the collapsed financial group three years ago for 47p per share.

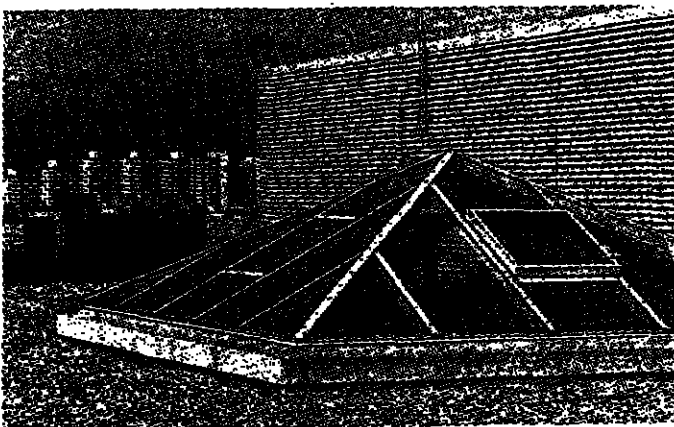
Taxable profits for the six months to September 30 rose from £16.6m to £19.1m. Net interest receipts increased to £8.5m (£2.7m). Investment

income slipped to £11m (£14.1m).

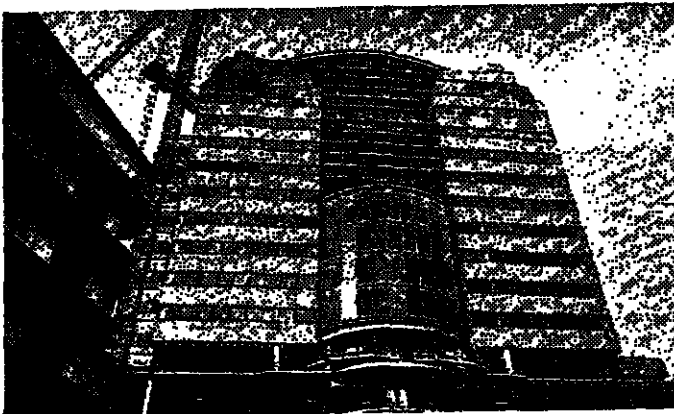
This decline was due to a reduction in the amount receivable under the B&C preference share arrangements. The group, which has prospered by retaining on deposit a large proportion of resources, hinted that its cautious approach may change.

"We consider that the present subdued economic climate is more likely to yield interesting investment opportunities,"

Earnings per share, affected by a higher tax rate, 33.5 per cent against 27 per cent, climbed by 7 per cent to 13.4p (£12.5p). An interim dividend of 4.5p (4p) was declared.



PERLACH FORUM, Munich, a 160,000 sq ft office building completed in 1990 and 90% let.



ALBAN GATE, a spectacular landmark building which spans London Wall. The office development will comprise 400,000 sq ft of flexible space.



NEWMARKET, Manchester, a 40,000 sq ft office development completed in 1990 and let at record rents.

## BUILT TO LAST

MEPC has achieved another successful year of growth in profits and earnings comfortably ahead of the rate of inflation.

OUR balance sheet remains strong with substantial cash resources and unused bank facilities.

ALTHOUGH property values have declined in 1990 following a number of years of substantial growth, our performance over a five and ten year period has been impressive.

THE development programme continues to provide modern investment properties for the benefit of the Group. Letting progress has been satisfactory in a difficult market.

LONG-TERM progress is soundly based through the quality of our developments, our investment portfolio and by concentrating on the business we know best.

### SUMMARY OF GROUP RESULTS year ended 30 September

	1990	1989	%
	£'m	£'m	Change
Gross rents and other income	332.2	285.8	+16.2
Profit before taxation	149.8	127.5	+17.5
Taxation	44.9	36.5	-
Profit attributable to ordinary shareholders	103.7	88.6	+17.0
Earnings per share	32.2p	27.6p	+16.7
Net dividends per share	19.0p	17.0p	+11.8
Net asset value per share (diluted)	790p	881p	-10.3



MEPC plc Brook House 113 Park Lane London W1Y 4AY

**PALACE**  
HOTEL ST. MORITZ  
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Tel: 01041/82/2 11 01  
Fax: 082/3 77 39

TELEPHONE: 071-828 7233  
FTSE 100  
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Dec. 2158/2168 -4  
Mar. 2550/2562 -8  
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**FT SURVEYS**

**NOTICE OF REDEMPTION**

**European Investment Bank**  
ECUs 350,000,000 7 3/4%  
Notes due 1995

Pursuant to the Terms and Conditions of the Bonds, notice is hereby given to bondholders that ECUs 28,000,000 of the European Investment Bank's 7 3/4% Notes due 1995 were purchased for redemption on 7th November 1990.

Outstanding on 7th November, 1990: Ecu27,000,000.

Luxembourg, November 30th, 1990  
EUROPEAN INVESTMENT BANK



## UK COMPANY NEWS

## Receivable interest boosts South West Water to £46m

By Jane Fuller

SOUTH WEST Water, one of the 10 water companies privatised last December, increased profit before tax by 5.5 per cent to £46.1m in the six months to September 30.

The growth, on turnover up 16 per cent to £71.1m, was worked out on a pro forma basis, assuming the same capital structure for the comparative period as that bestowed at the December privatisation - notably the £265.9m cash dowry.

The first-half operating profit of £26.1m (£25m), was nearly matched by interest income of £20.3m. Mr Roger Furniss, head of corporate affairs, said that only £4.5m of the dowry had been drawn down so far in spite of the group being on course for £120m of capital spending this year, a 50 per cent increase.

Cash management had included reinvestment of profit, taking out European investment Bank loans at favourable rates and arranging finance leasing facilities. The arrangements meant that funding was in place until well beyond the half-way stage of the company's 10-year £1.4bn capital spending programme.

Mr Furniss said the priorities were to improve the treatment and handling of waste and clean water, with £435m

earmarked for bathing water.

The turnover increase also reflected the emphasis on raising standards at sewage and water treatment works. This had started in the second half of last year, so the difference had shown through in the first-half comparisons.

He said the company recognised its vulnerability on pollution issues, hence the heavy capital spending programme and the increased operating spending.

It is one of five water companies facing prosecution by the National Rivers Authority for alleged sewage treatment failures. However, on the separate issue of water poisoning at Camelford, Cornwall, the company was free of any liability. The residuary authority was facing the consequent charges and if any penalties arose, the Department of the Environment would be responsible for paying, Mr Furniss said.

While the group was concentrating on the capital spending programme for its core activities, it did have other promising areas of activity. One was a scientific instruments company called Phox, bought in July, the other was property development at sites in Exeter and Plymouth.

The interim dividend is 6.7p. Mr Furniss cautioned against

applying too closely the prospectus formula of one-third interim, two-thirds final, stressing the word "approximately". The figure for 1989-90 was 11.63p.

### COMMENT

While the figures for operating profit were in line with expectations, South West did well to improve pre-tax profit by cashing in on high interest rates. Its fund managers achieved returns of more than 16 per cent on an annualised basis, a good performance for non-equity income. On the other side of the equation, capital spending was 60 per cent ahead of the first half of last year and therefore well on course to reach the £120m target. Pre-tax profit for the current year is forecast to reach £27m, giving a prospective p/e of less than 4 on yesterday's close of 25.4p for the partly-paid shares, a premium of 84p over the two paid instalments. But most important is the dividend which is forecast to be 20.1p, a prospective yield of 10.6 per cent. If South West continues to manage its capital spending well, and it is still early days, the upside is that its yield can be about 10 per cent better than others in the sector.

## Bad debt provision cuts Royal Bank of Scotland to £241m

By David Waller

THE LEVEL of provisioning for bad and doubtful debts at the Royal Bank of Scotland more than doubled in the second half of the year to end-September, compared with the first six months of the year, leading to a 28 per cent fall in underlying pre-tax profits for the 12 months.

Stripping out the contribution from property sales and exceptional items, the banking group's pre-tax profits fell from £308m to £241m for the year.

The main reason for the fall was an increase in bad debt provisions from £88.1m to £193.5m for the year as a whole. The provision for the second half was £136m against £37.8m for the first six months of the year.

Despite this, the directors are recommending a final dividend of 5.6p which makes a total payout of 8.4p a share, an increase of nearly 17 per cent on the 7.2p paid in 1989. Sir Michael Herries, chairman, said the increase reflected the group's sound capital ratios and general financial strength.

The results benefited from the group laying off some of its exposure to less developed country debt. This led to a £20.8m release of exceptional

provisions made in previous years, which helped reported pre-tax profits rise by 14.9 per cent to £262.2m for the year. Earnings per share after exceptional items rose from 19.9p to 21.1p, covering the dividend 2.5 times.

A bad result had been widely expected, and in the event stockbrokers' fears proved overdone. After dropping in the past few days, the share price rose by 5p to 149p against the trend of the market.

The main feature of the results was the increase in the bad debt provision. While this reflected the general deterioration in the state of the economy, the bank said approximately half the provision reflected the group's exposure to a "handful" of companies which have collapsed during the past year.

The bank refused to name the individual cases, but City analysts estimated that its exposure to Lowndes Queensway, the retailer which went into receivership earlier this year, was £40m, and £20-£30m to British & Commonwealth, the financial services group now in administration. Profits before these provisions were



All smiles in the boardroom - Sir Michael Herries (left) chairman, with chief executive Charles Winter (centre) and George Younger, deputy chairman

up 7 per cent.

Total assets grew by 10 per cent to £30.1bn, but Mr Charles Winter, chief executive, said the poor economic climate would make it hard to grow the loan book. At the same time, costs had risen and the bank was having to finance non-performing loans and interest-bearing current accounts.

In a difficult year for corpo-

rate finance, the profits contribution from Charterhouse, the merchant banking subsidiary, dropped from £53.4m to £47.9m - an encouraging result under the circumstances, the bank said.

There was an extraordinary profit of £34.6m arising from the sale of its stake in Yorkshire Bank.

Separately yesterday, RBS said it had terminated negoti-

ations to buy Bank Worcester Corporation, a New England bank.

These were started in February, but the chairman said yesterday economic conditions in New England had deteriorated since then, and the price of £149m (£76m) dividend at the time was no longer appropriate.

See Lex

## The Royal Bank of Scotland Group plc

"The Group's profit before taxation amounted to £262.2 million, after including an exceptional credit of £20.8 million for the release of some of the exceptional provisions for rescheduling country debt made in the past." Sir Michael Herries, Chairman

### PERFORMANCE

The deterioration in the U.K. economy, which intensified rapidly in the second half of our year to 30th September 1990, adversely affected a large number of the Group's corporate and personal customers. As a result, it has been necessary for us to increase our provisioning for bad and doubtful debts, particularly in respect of corporate customers. The continuing economic downturn has also had a detrimental effect on our ongoing banking business; lending growth is inhibited, restricting related fee income, the environment for investment banking is very difficult and higher inflation is exerting pressure on costs. Against this background, the Group's profit before taxation amounted to £262.2 million after including an exceptional credit of £20.8 million for the release of some of the exceptional provisions for rescheduling country debt made in the past.

In addition, the disposal of an investment in an associated company at a profit contributed to an increase of £46.5 million in profit attributable to ordinary shareholders of £193.6 million.

### BALANCE SHEET STRENGTHS

The Group's total assets increased by 10 per cent, during the course of the year and now stand at £30.1 billion. The expansion of the balance sheet has

### FINANCIAL HIGHLIGHTS

Results for the year to 30th September	1990 £m	1989 £m
Profit before exceptional items	241.4	336.5
Profit before taxation	262.2	228.2
Profit attributable to ordinary shareholders	193.6	147.1
Retained profit	130.2	92.4
Total assets	30,096.0	27,435.7
Total shareholders' funds	1,508.4	1,410.7
Earnings per 25p ordinary share	21.1p	19.9p
Dividends per 25p ordinary share	8.4p	7.2p
Dividend cover (times)	2.5	2.8

- \* Profit before taxation increased to £262.2m.
- \* Total assets increased by 10% and now stand at £30.1bn.
- \* Dividend raised by 16.7% to 8.4p per share.

been achieved without any marked deterioration in capital adequacy ratios. Both the risk adjusted capital ratio and the equity to total asset ratio remain strong at 11.6 per cent and 5.0 per cent respectively.

### DIVIDEND

The directors have recommended a final dividend on the ordinary shares of 5.6p, which, together with an interim dividend of 2.8p, will give a total for the year of 8.4p (1989 - 7.2p), an increase of 16.7 per cent on the previous year. Over the past five years, the ordinary dividend has grown at a compound annual rate of 18.2 per cent, reflecting the strength of the Group and the board's policy that shareholders should continue to benefit from the Group's achievements. Once again, at the annual general meeting, we intend to seek approval to offer new shares in lieu of the cash dividend.

### OUTLOOK

Change will undoubtedly be a dominant factor during the 1990s and will bring both opportunities and challenges. The future of the Group will depend upon the ability and enthusiasm of our staff to take opportunities and meet challenges. I am confident that we have able staff to manage this change with foresight and humanity.

## Rise in oil price helps lift Premier profit by 56%

By Richard Gourlay

PREMIER CONSOLIDATED Oilfields, the independent exploration company, yesterday announced a post-tax profit of £3.2m for the six months to the end of September, up 56 per cent.

The result was helped by an increase in production and the rise in the sterling price of crude oil.

Turnover rose 72 per cent to £14.1m, reflecting a 30 per cent rise in production to 6,700 barrels a day and a 31 per cent increase in the sterling oil price to £11.33.

Premier benefited from only one month of higher oil prices during the period following the Iraqi invasion of Kuwait on August 2, but the present oil price was likely to see further improvement in profitability, said Mr Roland Shaw, chairman.

During the period, Premier faced a higher tax charge, as a result of the increased production and incurred net interest charges of £266,000, compared with £1.2m received, reflecting the interest payable on the £28m bond issue raised in February.

In June, Premier paid £2m in its second and last payment for its share of Wytch Farm, Dorset, Europe's largest onshore development, in which it has a 12.5 per cent interest.

Wytch Farm has been producing at more than 70,000 barrels a day, following problems with gas flaring which saw output cut to about 30,000 barrels. The operator, however, submitted a bill to Parliament for approval to develop a custom-built island in Poole Bay for offshore development.

Mr Shaw blamed the desultory performance of the share price since the Iraqi invasion on an "artificial market" following the placement of Burmah Castrol's 29 per cent stake in Premier.

Since August 2, Premier's share price has slid from about 99p to 79p, partly because of Kleinwort Benson's failure on August 6 to place the stake. This led to large losses for Kleinwort and an overhang of shares which depressed the market even after it was finally placed on October 17. Yesterday the shares closed unchanged at 79p.

"We believe it will take some time for the market to shake out and for the shares to climb back to levels which represent the real value of the company," Mr Shaw said.

## Ascot in £14.5m market placing

A new investment trust, specialising in UK smaller companies, is being launched via a placing on the main market, writes Philip Coggan.

Aberforth Smaller Companies Trust - Ascot for short - is aiming to raise £14.5m, after expenses, with a placing of 15m shares of 100p each. The shares are being issued with warrants

attached, on a one-for-five basis.

Each warrant entitles the holder to buy an Ascot share at 100p between 1992 and 2003. Trusts issue warrants to try to narrow the discount to net assets with which shares trade. The financial adviser and sponsor of the issue is James Capel.

## U.S. \$100,000,000 First Bank System, Inc.

### Floating Rate Subordinated Capital Notes Due 1997

Interest Rate	8% per annum
Interest Period	30th November 1990 28th February 1991
Interest Amount per U.S. \$50,000 Note due 28th February 1991	U.S. \$1,078.13

Credit Suisse First Boston Limited  
Agent Bank

## U.S. \$250,000,000 Régie des installations olympiques Floating Rate Notes Due November 1994

Interest Rate	8 1/8% per annum
Interest Period	30th November 1990 28th February 1991
Interest Amount per U.S. \$50,000 Note due 28th February 1991	U.S. \$1,064.69

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Hill Samuel Investment Management Group. COMMERCIAL: Swan National; Noble Lowndes; Wescol International Marine Services.



## U.S. \$50,000,000 CS First Boston, Inc.

Floating Rate Subordinated  
Notes Due 1994

Interest Rate	8% per annum
Interest Period	30th November 1990 31st May 1991
Interest Amount per U.S. \$50,000 Note due 31st May 1991	U.S. \$2,117.01

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U.S. \$125,000,000



**BANK OF BOSTON  
CORPORATION**

Floating Rate  
Subordinated Notes Due 1998  
Issued 26th August 1990

Interest Rate	8.4875% per annum
Interest Period	30th November 1990 28th February 1991
Interest Amount per U.S. \$50,000 Note due 28th February 1991	U.S. \$1,060.94

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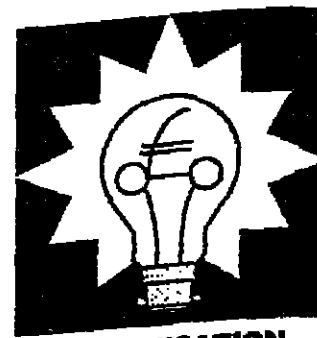
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## UK COMPANY NEWS

### Off-peak power to offset costs of pylon agony

Clare Pearson on South Western, 'hard to call'



PRIVATISATION

THERE IS a famous story told about South Western Electricity. One night during the winter of 1985-6 demand for the company's electricity distribution system peaked at 1.30 am, when most of its customers were in bed.

This strange situation resulted from a concerted effort to sell electricity for off-peak heating; it proved almost embarrassingly successful when a huge uplift in demand occurred at a time when the system was unprepared for it.

To this day, the company has an unusual load curve. But it invented a means of staggering demand by providing customers with electricity in two tranches during the night controlled by teleswitches. These have now been installed in about 60,000 homes in its region.

This imaginative idea, which has since been copied by other companies, helped South Western claim a share of the household central-heating market which is about 50 per cent higher than the national average.

That is particularly significant for the company since, after Seaboard, it makes proportionately more of its sales to domestic customers than any other regional company.

Unlike south-east-based Seaboard, these customers are sparsely scattered over the long narrow peninsula of Devon and Cornwall, the sales of which and parts of the counties of Somerset, Dorset and Avon.

Reaching across this terrain requires long stretches of overhead line. Mr John Seed, managing director, says: "South Western has the highest investment in terms of assets per customer of any of the companies."

Being never far from the sea, the system is particularly exposed to the batterings of the elements. The company is currently engaged in a big programme to refurbish it, replacing aluminium with copper which is more resistant to salt

corrosion. It was partly thanks to this refurbishment programme that South Western managed to obtain generous scope to increase prices in the core distribution business in negotiations with the government earlier this year.

Its X factor, part of a formula whereby distribution prices can be raised in relation to inflation, was set at 2.25, much higher than that of London, Eastern, Seaboard and Southern.

Mr Seed says the X level also reflects the company's record on growth in distribution load, which historically has been less impressive than that of those companies more sensitive to growth in the economy.

However, the picture of South Western as "out in the sticks" can be taken too far. Recent years have seen considerable businesses develop rapidly in many of its cities - most especially Bristol to which financial services companies such as Lloyds Bank have relocated.

Most projections are for stronger-than-average economic growth in the region during the 1990s, and South Western intends to respond to this.

Mr Seed says: "We are now directing our marketing effort much more to commerce and industry, which perhaps have not been given proper attention in the past."

The company is also keen to develop non-distribution businesses. It is one of those companies most likely to get involved in generation in the future. Along with three others, it has contracted to purchase power from the new station being built by Enron at the ICI plant on Teesside. It has an option to take a shareholding of up to 7.59 per cent in the plant which if exercised will cost it up to £15m.

It has also been working hard on its appliance retailing business. It now has three supermarkets and was the first of the regional companies to open such an outlet, in Bristol in December 1988.

	Customer breakdown of sales	
	South Western(%)	Industry(%)
Domestic	43.1	34.4
Commercial	24.6	25.9
Industrial	26.6	36.7
Other	5.5	3.0

Source: UBS Phillips & Drew

### South Western Electricity



Bill Nicol: scope to increase prices in distribution

Mr Seed sees this pioneering move, together with other achievements such as the night teleswitches, as part of a record of innovation that has not been generally recognised. "You can see we have been quite busy behind the scenes, though we have kept a rather low public profile," he says.

However, opinion in the City is divided on how much credit to put in the management team headed by Mr Bill Nicol, who joined from Seaboard in 1987.

I think this is one of the hardest companies to call," says one analyst. "You could say they were given a kick-start in the X negotiations, but I don't know how much credit to give them for that."

As one of the smaller companies, with relatively few shares to sell, South Western should achieve a firm performance on flotation as long as subscription by local customers turns out to be as enthusiastic as is expected.

The shares have been priced to give an initial gross dividend yield of 8.44 per cent, almost bang in the middle of the range for the 12. Longer term, that may be a difficult position from which to grab investors' attention.

### Publication dates of previous profiles

Eastern	Oct 9
Seaboard	Oct 16
South Wales	Oct 23
North	Oct 30
Southern	Nov 6
West	Nov 13
Northwest	Nov 16
London	Nov 20
Yorkshire	Nov 23
East Midlands	Nov 27
Midlands	Nov 29

This is the last of the 12 profiles of the regional electricity companies.

## NEWS DIGEST

### Porter Chadburn 11% ahead

PORTER CHADBURN, which has interests in consumer leisure products, packaging and distribution, improved pre-tax profits by 11 per cent from £3.33m to £3.68m for the six months to September 30.

Mr Raymond Dinkin, chairman and chief executive, said the results had been achieved in difficult trading conditions. Looking forward, he said the depressed state of the UK and US business environments, would inhibit the company's rate of growth.

An interim dividend of 0.8p (0.72p) has been declared, payable on reduced earnings per share of 4.06p (4.28p). Group turnover increased to £55.71m (£46.68m) and the taxable result was after higher interest charges of £774,000 (£434,000).

An extraordinary credit of £885,000 (£23,000) resulted from the sale of the engineering and plastics divisions less abortive acquisition expenses.

### Jarvis Porter up 29% to top £1m

Jarvis Porter, the Leeds-based labels printer, lifted pre-tax profits by 28 per cent from £373,000 to £1.12m in the six months to August 31.

Mr Porter said the company was pleased with operating profits ahead at £1.26m (£1.08m) on turnover down at £14.22m (£15.38m). The taxable figure was helped by lower net interest payable of £138,000 (£206,000). Earnings rose 1p to 4.5p and the interim dividend is held at 1.4p.

The company said that capital expenditure in the current year would amount to just over £3m. Its major customers continued to be brand leaders in the wine, spirits, food, toiletries and pharmaceutical industries and were better placed than most to weather the current economic climate.

### Hunter Saphir rises 51% to £3.51m

An exceptional profit of £2.1m helped Hunter Saphir increase its taxable profits by 51 per cent from £2.32m to £3.51m in the 26 weeks to September 8 1990. The item represented insurance receipts in respect of assets destroyed in a fire at replacement value.

The blaze occurred at the British Pepper and Spice factory at Northampton in June 1989.

In the period under review, the food group, in which Berisford International has a 30 per cent stake, acquired Euroma Holdings, a Dutch herb and

spice company. Turnover in the half year totalled £101.08m (£72.93m), while operating profit nearly doubled to £6.14m (£3.32m).

Interest payable rose to £2.63m (£296,000) partly because of a £11m bridging loan - and after estimated tax of £913,000 (£925,000) earnings per share were 9.47p (5.01p) basic and 8.42p (4.9p) fully diluted.

There was an extraordinary credit of £3.39m (£284,000 debit) arising from disposals, which included Northfleet and London Colney depots.

The interim dividend is maintained at 1.35p.

### Sidlaw £5.25m buy expands packaging

Sidlaw Group ended the year to September 30 with taxable profits down 5 per cent from £7.1m to £6.73m, but Mr Digby Morrow, chief executive, said the performance had strengthened noticeably in the second half and prospects for 1991 were encouraging.

The company, which is involved in textiles, oil services and packaging, also announced the acquisition of MCG Venns Packaging, from Walsall, for £5.25m cash. Of this, £2.16m was for the ordinary shares, £1.54m for property and the balance in settlement for inter-company debt.

Sales in the period under review fell from £73.11m to £71.02m. Earnings per share came through at 15.8p (17.4p). The final dividend is being increased to 5p, making a total of 5p (7.7p).

### Reduced profits at Osborne & Little

Reduced pre-tax profits of £515,000, compared with

£730,000, were announced by Osborne & Little, the wallpaper and furnishing fabrics group, for the half year ended September 30.

Turnover improved from £6.47m to £9.16m, with overseas sales representing 65 per cent of the total.

Sir Peter Osborne, the chairman, said the depressed UK market was the prime cause for the decline in profits.

The interim dividend is maintained at 2p on lower earnings per share of 4.48p (6.57p).

### Stocklake improves 11% to £2.81m

Stocklake Holdings, the distribution and stockholding group with interests in the UK, Canada, Africa and Eastern Europe, achieved an 11 per cent improvement in pre-tax profits in the six months to September 30.

On turnover ahead from £18m to £19.62m the taxable result rose from £2.53m to £2.81m. The company said that the recession already evident in the UK and many of its overseas markets had not as yet affected the group's businesses.

Earnings per share improved from 31.3p to 33.6p and an interim dividend of 5p (7.5p) is declared.

### ABI Leisure's £5.9m in line with forecast

The maiden preliminary results from ABI Leisure Group, manufacturer of touring and static caravans, reveal an advance of 38 per cent in taxable profits to £5.9m in the year to August 31, on turnover up 13 per cent to £84.01m.

Mr George Shields, chairman, said that in the touring caravan and leisure home

operations substantial progress had been achieved in the UK and European markets. But the difficult trading conditions which affected the final months of the financial year continued to prevail.

Earnings improved from 11.5p to 15p after tax of £2.15m (£1.59m); a final dividend of 3.1p has been recommended, as indicated in the prospectus, representing an annualised dividend of 4.7p.

### PJ Carroll back in black with £5.3m

PJ Carroll & Co, the Irish tobacco manufacturing, aquaculture and direct marketing group, is back in the black with a pre-tax profit of £5.31m (£4.84m) for the six months to September 30. This compares with a loss of £2.28m for the corresponding period of the previous year and a loss of £12.05m for the 18-month period to March 31 1990.

Earnings per share were 6.5p (losses 2.8p) after tax of £451,000 (£886,000 credit); but no interim dividend is being paid. Carroll paid 8.2p a share for the 18 months to March 31 passing the final payment.

### 26% advance for Morrison Constr

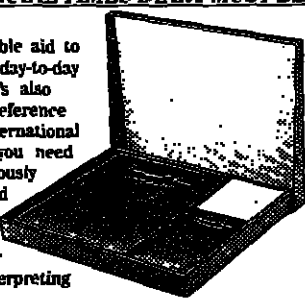
Morrison Construction, the privately-owned construction company which operates in Scotland and northern England, lifted pre-tax profits 26 per cent to £2.7m for the half year to September 30. Sales rose by 7 per cent to £28.4m.

In 1989 Mr Fraser Morrison, chairman, and his family acquired the outstanding 50 per cent of Morrison from Charter Consolidated, from which they also bought Shand Construction and Biggs Wall.

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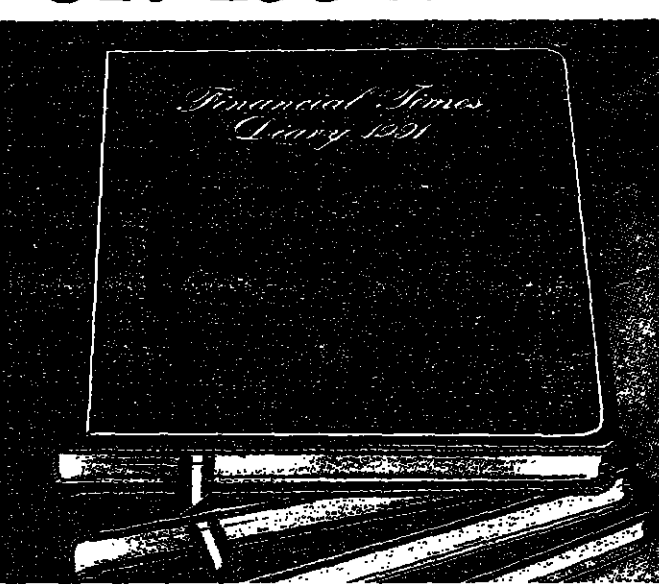
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For further information on business gift orders please ring 071-799 2002.



## Dawson down to £17.32m and outlook uncertain

By Alice Rawsthorn

DAWSON INTERNATIONAL, the Scottish textile group which is struggling against intensely competitive trading conditions in the US and UK, yesterday announced a fall in pre-tax profits from £23.49m to £17.32m in the six months to September 30.

Mr Ronald Miller, chairman, described the state of the textile market as unprecedentedly difficult. He said Dawson had emerged from a tough first quarter into a slightly better second quarter and the outlook for the full year was still very uncertain.

The interim dividend is being maintained at 2.9p, despite a fall in earnings per share to 7p (8.7p).

Dawson, which is best known for its Pringle and Ballantyne luxury Scottish knitwear but makes half its sales from its interests in the US, was also adversely affected by the decline of the dollar against sterling.

Group turnover fell to £213.76m (£241.92m) and operating profits to £21.81m (£28.36m) in the first half because of declining demand in nearly every division. US turnover mustered a modest increase in real terms but the increase in the dollar erased £10.63m from overall turnover and £800,000 from pre-tax profits.

The weaker dollar did, however, help Dawson to reduce interest payable, given that

most of its long term debt is in dollars. Interest accounted for £4.48m (£4.57m) and year-end gearing was expected to fall from 40 to 30 per cent.

In the UK, Dawson suffered from weak demand for knitwear and spinning. It was also hit by a combination of supply problems and falling demand in cashmere. In the US, it was affected by the fragile state of the highly leveraged retail sector and by production problems in its fleecewear companies.

### COMMENT

The stock market is now so immersed to poor results from textile companies that this decline in Dawson's profits was scarcely a surprise. The shares, worth more than 200p a year ago, actually rallied by 2p to 135p yesterday. There is no real hope of recovery in the UK, for the foreseeable future at least, although Dawson has made some progress in its efforts to revitalise Pringle and Ballantyne. The picture in the US is more mixed. Capital expenditure has peaked, but the prospects for demand are as precarious as ever. In any event the declining dollar should knock another chunk off profits in the second half. All in all analysts are bracing themselves for another fall in profits to £13m for the full year leaving the shares to languish on a prospective p/e of 9%.

## Polly Peck administrators settle differences with bank

By Raymond Hughes, Law Courts Correspondent

CREDIT DU NORD, part of the Paribas banking group, has settled its differences with the administrators of Polly Peck International on undisclosed terms.

In the High Court yesterday Mr Justice Morritt dismissed by consent the bank's claim for orders against the administrators relating to its potential exposure under two standby letters of credit issued at Polly Peck's request earlier this year. Each side will pay its own legal costs.

The letters of credit were directed to two suppliers of goods to Polly Peck or Vestal, its Turkish electronics subsidiary. The bank was concerned about its position with regard to goods delivered by those suppliers since the administration order was made on October 25.

Mr John Lindsay, QC, for Credit Du Nord, told the judge that a press report had suggested that the bank had criticised the administrators.

That was not the case. "The bank was simply taking what steps it could to clarify what its position is in the administration and what its potential exposure is."

"We are grateful for the steps taken by the administrators to reduce that exposure and are happy publicly to acknowledge the position," Mr Lindsay said.

When the hearing began on Wednesday Mr Lindsay had said that Polly Peck's business was being managed by the administrators in a manner that was unfairly prejudicial to the bank's interests.

The administrators, Mr Michael Jordan and Mr Richard Stone, of Coopers & Lybrand, De Witt, and Mr Christopher Morris, of Touche Ross, would not tell the bank whether any payments it had made for post-administration deliveries would be treated as administration expenses and reimbursed, Mr Lindsay said.

### Kembrey at £0.53m as it reorganises

Kembrey, electrical and electronic supplier, reported pre-tax profits of £530,000 for the six months to September 28, against £352,000.

Mr Bob Burns, chairman, said the results were achieved on turnover slightly lower at £9.5m (£9.61m) in a period which was traditionally slow for the group. Earnings per share came out at 1.3p (0.9p). The company hopes to be able to pay a dividend at the end of the year.

Kembrey The company reversed into the USM-quoted Coated Electrodes last year. Since then a number of loss-making businesses have been sold, borrowings have been reduced from £2.9m to £280,000 and listing has been obtained.

### Mountview Estates

Pre-tax profits of Mountview Estates, the property dealing group, fell from a depressed £4.7m to £4m over the six months ended September 30.

The directors blamed market conditions for the setback. Turnover was little changed at £7.12m (£7.17m). Earnings fell by 9.8p to 56.8p but the interim dividend is lifted 2p to 6p.

### Penny & Giles

Penny & Giles International, a specialist in measuring instruments, reported taxable profits up 6 per cent from £1.8m to £1.95m for the six months to September 30.

Sales totalled £15.93m (£14.3m). Earnings were 8.52p (8.28p) and the interim dividend is raised to 1.45p (1.25p).

## ICL slips into a kimono, but keeps its identity

Alan Cane on how the computer group will maintain its European links despite the Fujitsu takeover

INTERNATIONAL Computers (ICL), until now the UK's champion in the international computer manufacturing game, today becomes a Japanese company.

In contrast to the shock felt around the business world in July when it became known that Fujitsu, Japan's leading computer manufacturer, had agreed to pay STC of the UK £743m for an 80 per cent stake, today's conclusion of the shareholding transaction is likely to be a low key affair.

This is deliberately so. Mr Peter Bonfield, who remains chief executive and chairman, is anxious to emphasise that for ICL, "under new management" means for the most part "business as usual".

Senior executives insist that the company is not becoming simply a Fujitsu subsidiary. Management direction will not change, they say, and the company will continue to pursue its own business strategy independent of Tokyo.

ICL will: ● Raise working capital in Europe through its existing bank lines of credit rather than through Fujitsu and Japanese banks. "Japanese money is getting expensive", one senior manager pointed out "and there is no benefit in losing the discipline of working within European financial constraints".

● Treat Fujitsu as a conventional trading partner, rather than an owner, where large transactions are concerned. Large transactions means those with a value of over £1m.

ICL is already one of Fujitsu's largest customers, buying semiconductors and semiconductor assemblies worth over £100m a year. Fujitsu is planning to market ICL's high powered \$6,000 mid-range system in Japan, a product area where the Japanese company is comparatively weak.

The new ICL's business strategies with particular relevance to Europe will include:

● A willingness to improve European technology by continued participation in pre-competitive research and development programmes like Esprit, Eureka and Race. Initial disquiet in Brussels over a Japanese-owned ICL's qualification to take part in these programmes is thought to be moderating under the tide of red ink flooding across Europe's computer industry.

● A continuing commitment to "open systems", computer designs which make it easy to interconnect software and hardware from different manufacturers. European manufacturers, with ICL in the vanguard, were the pioneers of the

open systems movement.

● A purchasing policy which gives preference to European suppliers provided they meet ICL's quality requirements.

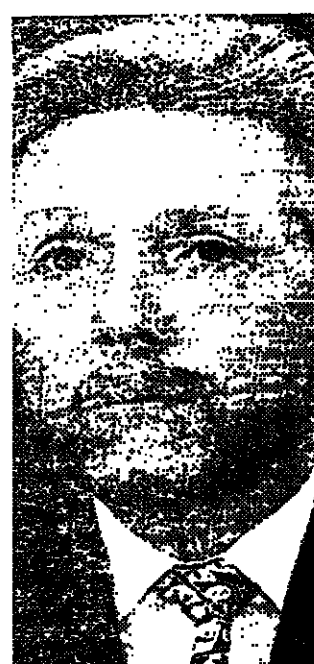
The nature of the relationship between ICL and its Japanese owner is complicated by Fujitsu's decision, announced in July this year, to float at least 25 per cent of ICL's equity on the London Stock Exchange within five years.

The move was planned to secure ICL's European credentials. Under UK company law, however, ICL will be obliged to operate at arm's length from Fujitsu to protect the rights of its minority shareholders.

There are still loose ends to be tied before the takeover is complete. Of the nine-strong main board, only Mr Bonfield is in place. Of the total, seven will be Fujitsu nominees. The remaining two should be nominated by STC, ICL's former parent, now the subject of a bid from the Canadian telecommunications company Northern Telecom.

Mr Bonfield's management team, however, remains the same as it was under STC's ownership and it is not expected to change. There are no plans for Japanese line managers in ICL offices and plants.

Superficially, therefore, there are few obvious differences to mark ICL's change of



Peter Bonfield: business as usual under new management

Beneath the surface, however, ICL and Fujitsu are engaged in a momentous enterprise: the creation and nurture of a new kind of computer group - a "variable geometry company" - designed to compete in a world of information technology market that is changing at a rate unprecedented since the emergence of the modern computer industry.

The causes of the computer industry's trauma are the emergence of open systems, a trend to downsizing among customers - substituting small, inexpensive machines for large, costly computers of the same power - and increased competition. The result has been a profusion of red ink on the accounts of, among others, Data General of the US, Bull of France and Philips of Holland.

Fujitsu believes it is building a federated, global organisation which can cope with these trends. It already owns a substantial minority share of Amdahl, a US computer maker.

In Fujitsu's eyes, ICL is neither a subsidiary nor a division, but an autonomous company generating substantial profits and operating in areas - product-wise and geographical - where there is little overlap with the activities of its parent, but from which positive synergies should emerge. ICL's chief marketing

strength, for example, is in the UK and mainland Europe where it has built up expertise in retailing, government systems and computer services. It is no longer simply a manufacturer; it is well down the road to becoming a systems integrator with special expertise in open systems.

Systems integrators specialise in solving their customers' computing problems using the best available hardware and software for the purpose. With profit margins in computer manufacturing narrowing, systems integration is being seen by many computer companies as a major route to improved profitability.

It requires, however, a combination of high technical expertise, strong management skills and substantial financial reserves. Fujitsu is comparatively weak in these markets and like all Japanese computer makers, will find it difficult, if not impossible, to operate as a systems integrator in Europe.

ICL executives argue that the change of ownership will make little difference to the way the company is run in the short term. They will continue to report on a monthly basis just as they did with STC. "The European company of the future", Mr Bonfield predicted recently "is likely to be closer to the ICL of 1990 than the ICL of 1980".

Turnover  
increased by 16%  
to £71 million

Profit  
£46 million

Proforma  
profit before tax  
up 5.5%

Interim dividend  
per share 6.7p

## INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 SEPTEMBER 1990

Commenting on the results, South West Water's  
Chairman Keith Court said:

"Although we have had another very dry year, I am pleased that the combination of good drought management, accelerated capital expenditure and the availability of water from the new Roadford reservoir has improved the reliability of water supply to customers.

We have continued to manage our growing capital programme at the planned speed. During the next 10 years we will be investing £1,400 million in the region to improve customer services and enhance the environment. We have signed contracts for the land based waste water treatment plant and long sea outfall at Bude - a major step forward in our 'Clean Sweep' bathing waters programme.

The execution of our capital projects will be reinforced through our new joint-venture engineering company, Pell Frischmann Water Limited.

Overall, our financial and operational performance is well on course. The directors have declared an interim dividend of 6.7p per share."

An interim report will be posted to shareholders by 10 December 1990, when it will also be available from the Secretary at the address below.

**SOUTH WEST WATER PLC**  
Peninsula House, Rydon Lane, Exeter EX2 7HR

**Bank of Tokyo (Curacao) Holding N.V.**  
U.S. \$100,000,000  
GUARANTEED FLOATING RATE NOTES DUE 1997

Payment of the principal of, and interest on, the Notes is unconditionally and irrevocably guaranteed by  
**The Bank of Tokyo, Ltd.**  
(Kabushiki Kaisha Tokyo Ginko)

In accordance with the provisions of the Agent Bank Agreement between Bank of Tokyo (Curacao) Holding N.V., The Bank of Tokyo, Ltd., and Citibank, N.A., dated November 27, 1985 notice is hereby given that the Rate of Interest has been fixed at 8.6375% p.a. and that the interest payable on the relevant Interest Payment Date, February 28, 1991 against Coupon No. 21 will be US\$215.94.

November 30, 1990, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank.

**CITIBANK**

**National Westminster Bank PLC**  
(Incorporated in England with limited liability)  
US\$ 500,000,000  
Primary Capital FRNs (Series "C")

In accordance with the provisions of the Notes, notice is hereby given that for the three month interest period from November 30, 1990 to February 28, 1991, the Notes will carry an interest rate of 8 1/4% per annum. The interest payable on the relevant interest payment date, February 28, 1991 against coupon No 21 will amount to US\$ 214.06 for Notes of US\$ 10,000 nominal and US\$ 2140.63 for Notes of US\$ 100,000 nominal.

The Agent Bank  
Kreditbank S.A. Luxembourgisee



## COMMODITIES AND AGRICULTURE

## Near-record incomes are forecast for US farms

By Nancy Dunne in Washington

DESPITE huge production increases in grains and a probable worldwide economic slowdown, US Department of Agriculture economists this week issued a series of upbeat forecasts for the US farm sector.

The USDA's Annual Outlook Conference produced predictions of near record incomes for American farmers next year, higher price receipts for some commodities and higher production costs reflecting the increased cost of oil.

US cash farm income is expected to be between \$55bn and \$60bn, compared with \$55bn in 1989, the highest since 1979.

The forecast is based on optimistic assumptions of dampened inflation, global real economic growth of around 2 per cent, and an agreement in the Uruguay Round of the General Agreement on Tariffs and Trade on farm trade reforms to open up world markets.

Mr R.E. Anderson, Jr., Administrator of USDA's Foreign Agriculture Service, dealt forthrightly with the negatives: this year's record world wheat crop, which this week sent

prices to 13-year lows; the estimated 20m tonne increase in world coarse grain production; and falling imports by the Soviet Union, China and Iraq.

Grains this year comprised about 40 per cent of total US export value, and the short-term outlook is not encouraging. The volume of American wheat shipments may drop by around 2 per cent in 1991, after a sharp decline this year. Even worse, the value of American wheat and flour exports could plummet by one-quarter. Coarse grain exports, mostly maize, are expected to drop by \$1bn from 1990's \$5.5bn.

Overall, US farm exports could drop by about 4 per cent, or \$1.6bn, from 1990's \$40.1bn. Volume could drop by 6 per cent to 139.5m tonnes.

While 1991 is not promising for bulk commodity trade, the export picture is a bright one for a broad range of US food exports, including fruits, vegetables, nuts, meats, breakfast cereals and baked goods.

On the plus side are the imports from the Soviet Union would drop from 7.5m tonnes to possibly 6.8m tonnes.

Both countries had previously agreed in this year's trade protocols that the Soviet Union would supply Finland with a total of 11m tonnes of oil. Of this amount, Neste was to receive 8.5m tonnes while Suomen Petrol, a Finnish-based Soviet subsidiary of Soyuzneftexport, was to receive the remaining 2.5m tonnes.

In September, however, Moscow announced that it would cut all of its 2.5m tonnes of oil exports earmarked to SF.

The European Community had also issued a statement regarding testing inadequacies, but did not impose any trade barriers on Brazilian beef. The EC will be sending its own inspectors over in May to assess the situation.

growth markets, particularly Asia, which now absorbs over 40 per cent of total US farm exports.

US exports of livestock, dairy and poultry are expected to hit a record \$6.9bn next year. Japan has become a \$1bn market for US beef, and it is likely to grow after April with the total phase-out of the beef quota. Horticulture exports are expected to set new highs, rising to a record 5m tonnes, fuelled by Asian demand for citrus and nuts.

An even brighter future awaits the US forest products sector. Housing construction in Korea and Taiwan is propelling demand, Japan, which takes nearly half of US forest product exports, is a growing market for logs, wood chips and value-added wood products.

Still, there are unknowns which could easily blight the trade picture: the Gulf crisis; the future of the Soviet Union and eastern Europe; larger than expected Southern Hemisphere grain and oilseed crops; trade friction; and a collapse of the Uruguay Round.

## Dried date price forced up by Gulf sanctions

By David Blackwell

DRIED DATES have been rising in price since the economic sanctions against Iraq following the invasion of Kuwait.

Iraq is the world's leading exporter of dates, at about 250,000 tonnes, according to Mr Tim Davies of Coley and Harper Commodities, the UK dried fruit and nut trader. Prices at the start of this season in August were \$900 a tonne or less, but have now reached \$1,250 a tonne for medium-good average quality dates - if they can be found.

The two other main suppliers to the world market, Pakistan and Iran, have also been hit by Gulf sanctions. Iran has not had a good crop this year.

The physical squeeze on consumers is likely to hit the UK in the middle of the first quarter next year. By the end of March, there will be no dates to be had, he predicts.

"I think that prices are going to reach \$1,500 to \$1,600 a tonne, if you can find them at all," says Mr Davies, who is expecting defaults on some contracts. Western countries are less than 50 per cent covered for their 1990-91 requirements, he believes, and Muslim countries are unlikely to be able to cover their requirements for Ramadan next April.

"With such a vast proportion of the world supply being unavailable this season, prices will surely go substantially higher and it is extremely unlikely that there will be sufficient dates to meet world demand until new crops come in in October-November 1991," Coley and Harper has warned its customers.

Iraq is not a supplier of fresh dates, for which the UK market is very small. The bulk come from California, North Africa and Israel.

## Curb on Falklands fishing agreed

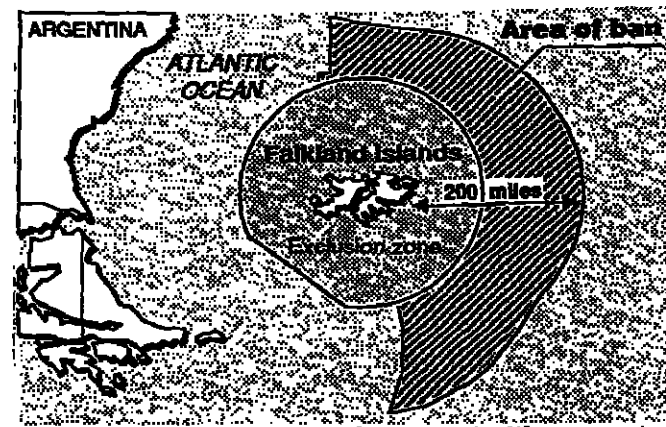
By John Barham in Buenos Aires and Gary Mead

BRITAIN and Argentina are to impose a temporary ban on all fishing in the disputed waters bordering the Falkland Islands conservation zone to prevent depletion of stocks in what is the world's last great unregulated fishing zone.

The ban, which comes into effect on December 26, is the key feature of a fisheries accord reached in Madrid last Saturday, but only made public on Wednesday evening. The deal follows two rounds of talks between Argentine and British diplomats, in Brazil in September and in Spain in November.

The accord is the most significant advance in relations between Britain and Argentina since the resumption in July of full diplomatic relations, which were broken off during the 1982 Falklands War.

The dispute over the Falkland Islands remains a highly sensitive issue in Argentina. The statement describing the fisheries accord opens by stating that neither side recognises the other's claim over the islands, and stresses that co-operation will proceed on an



ARGENTINA  
ATLANTIC OCEAN  
Area of Ban  
200 miles

ad hoc basis. Fishing will be forbidden in a 50-mile-wide semicircle surrounding the eastern half of an existing 150-mile-wide conservation zone Britain threw around the islands in 1982. The new zone covers part of the region's richest fishing areas.

The statement said simply that "both governments have agreed to co-operate on how to enforce the ban." Mr Domingo Cavallo, foreign minister, said Britain and Argentina would enforce the ban separately

because "neither country recognises the rights of the other over the islands."

The ban is intended to conserve the hake squid, valued by Asian nations. Argentine officials claim that vessels operating with fishing licences issued by the Falkland Islands government account for 80 per cent of the 500,000 tonnes of hake caught annually. The Falkland Islands government is largely dependent on the revenues from licences granted to foreign fishing fleets.

The two sides have agreed to set up a joint UK-Argentine South Atlantic Fisheries Commission, which will meet at least twice a year. The SAFC will "exchange information on fishing activity between [latitude] 45 degrees South and [latitude] 60 degrees South, and make recommendations relating to conservation." In addition, officials from both governments will meet annually to review the duration of the ban.

Extension of the conservation zone to 200 miles (from the Falklands' coastline) has long been a demand of the Falkland Islands government in order to help conserve its main source of revenue.

It earns about \$30m a year from the sale of licences to foreign fleets, predominantly from the Far East, east Europe and Mediterranean nations, which hotly compete for rapidly diminishing stocks of the hake squid.

While firm scientific evidence is scanty, there are fears that the stock of hake may be extinguished within a few years, due to the "hoovering" techniques of trawlers.

## Finns expect Soviet oil supply cut

By Enrique Tassieri in Helsinki

NESTE, the Finnish state-owned oil and chemicals group, expects to receive less oil from Finland to drop even further this year, to about 6m tonnes.

"We have already received around 5.5m tonnes of oil from the Soviet Union. It may well be that Soviet oil imports to Finland may drop a bit below or end up slightly above 6m tonnes for 1990," explained Neste. The Soviets blamed "technical problems" for the fall in oil exports to Finland.

About six weeks ago analysts close to the Finnish oil sector estimated that oil

imports from the Soviet Union would drop from 7.5m tonnes to possibly 6.8m tonnes.

Both countries had previously agreed in this year's trade protocols that the Soviet Union would supply Finland with a total of 11m tonnes of oil. Of this amount, Neste was to receive 8.5m tonnes while Suomen Petrol, a Finnish-based Soviet subsidiary of Soyuzneftexport, was to receive the remaining 2.5m tonnes.

In September, however, Moscow announced that it would cut all of its 2.5m tonnes of oil exports earmarked to SF.

The following month the it announced further cuts in tonnes of oil exports to Neste.

In 1989, Finland imported about 94 per cent of its oil and all of its gas imports from the Soviet Union.

Meanwhile, Neste recently signed an agreement with Soyuzneftexport, the Soviet gas company, to increase gas imports to Finland from 2.56m cubic metres in 1990 to between 2.6m and 2.8m cu m in 1991.

Neste's gas division expects Soviet gas exports to Finland to rise even further in 1991 to between 3.9m and 4.2m cu m.

## Brazil hopes to resume beef exports to the US

By Victoria Griffith in Sao Paulo

BRAZIL WILL begin exporting beef to the US once again in January, according to Antonio Cabrera, the country's agriculture minister.

The US suspended beef imports from Brazil in June, alleging that the Latin American country had inadequate facilities to test the presence of harmful products such as ammonia, metals and medicines in the meat.

The Brazilian government now says that it has restructured its official laboratories over the last five months to meet the demands of the Euro-

pean Community and the US. Representatives from the US Department of Agriculture are scheduled to visit Brazil in March and the agriculture ministry is predicting that a new inspection of the laboratories will lead to the elimination of trade restrictions on Brazilian beef.

The European Community had also issued a statement regarding testing inadequacies, but did not impose any trade barriers on Brazilian beef. The EC will be sending its own inspectors over in May to assess the situation.

## Sheep cargo was partly diseased

SOME OF a cargo of live sheep rejected by Saudi Arabia were diseased, the Australian Meat and Livestock Corporation admitted yesterday, writes Kevin Brown in Sydney.

Mr Dick Austen, chairman, said some of the 85,000 rejected sheep had scabby mouth. This was in spite of efforts to protect the trade through stringent health guidelines imposed in June in an attempt to reassure the Saudis that they could rely on the health of Australian sheep, after several earlier cargoes were rejected.

The live sheep trade was worth around \$250m a year to Australian producers before it was disrupted in 1989.

## Higher Moscow gold sales 'need not cause price fall'

By Kenneth Gooding, Mining Correspondent

SOVIET UNION gold sales to the West could be boosted by between 30 per cent and 40 per cent by 1995 and by 60 per cent by the year 2010 without causing any significant deterioration in the gold price.

That was the conclusion of a report on the gold market prepared for the Soviet Institute for Foreign Economic Relations of the Soviet Council of Ministers, according to one of the authors, Ms Natalya Zubareva.

Ms Zubareva, senior researcher at the Institute, speaking at the Western Gold Show, sponsored by the Mining

Journal, in San Francisco, admitted, however, that any substantial increase in Soviet gold sales to the west would destabilise the market.

The Institute had calculated that a sudden 50 per cent jump in Soviet gold sales would be inefficient. Ms Zubareva said: "In simple terms, for a 2 per cent increase in gold sales, our foreign currency earnings would rise by 1 per cent."

Ms Zubareva, who emphasised that she was giving a personal, not official, view, said the Institute based its opinions on an assumption that gold production in the west would

fall in the next few years. Output in the second half of the 1980s was expected to decline in North America and fall in Australia and South Africa.

Compensation would come from production in Latin America and Asia as well as the Soviet Union.

Giving some details of numbers employed and investment in the Soviet precious metals industry, Ms Zubareva suggested that her country was unlikely to open up its traditional gold mining industry to joint ventures with foreign companies. However, there were some gold deposits with

high arsenic content which would need extra investment if used for conventional environmental standards were to be met and these might well be the subject of joint ventures.

The Soviet Union also had accumulated huge volumes of tailings (waste dumps) at its gold mines still containing substantial amounts of the precious metal.

Glavmaszoloto, the organisation responsible for precious metals and diamonds, "has already received a package of proposals from US, Australian and other foreign firms about establishing joint ventures to

work these tailings, either through lease leaching or by means of conventional environmental standards," she revealed. These proposals were being evaluated "on a competitive basis".

According to Ms Zubareva, although the Soviet Ministry of Geology, which was responsible for all natural resource development (including gold mining), received \$1m royalties a year from the state, Glavmaszoloto, set up in 1988, was expected to be self-financing. Geological organisations within Glavmaszoloto spent about 160m roubles a year, she said.

## MARKET REPORT

LEAD PRICES rallied strongly on the London Metal Exchange yesterday as good trade buying prompted shortcovering. The cash price closed £12 up at £340 a tonne while the three months position gained £10.25 at £344.50. Dealers said the market had become oversold as the cash price fell £15.50 in the previous three days. Copper prices also recovered some of their earlier losses with cash metal rising £19.50 to £1,285 a tonne and the three months position up £16.50 at £1,279.50 a tonne. The explanation was again the unwinding of an oversold situation, following falls of £26 on Tuesday.

## Spot Markets

Crude oil (per barrel FOB) + or -  
Dutch 238.60-6.75v +0.70  
Brent Blend (January) 234.80 +0.25  
Brent Blend (January) 233.10-3.20 +0.75  
WTI (1 pm est) 233.56-3.90v +1.01

Oil products  
INVE prompt delivery per tonne CIF + or -  
Premium Gasoline 3300-10 +5.5  
Gas Oil 3320-331 +3.0  
Heavy Fuel Oil 3180-40 +1.1  
Naphtha 3290-305 +0.5  
Petroleum Argus Estimates

Other  
Gold (per troy oz) \$398.5 +1.5  
Silver (per troy oz) 4130 +3.0  
Platinum (per troy oz) \$413.40 +1.20  
Palladium (per troy oz) \$601.75 +0.25

Aluminium (per tonne) \$1520 -1.0  
Copper (US Producer) 1175 -1.0  
Nickel (US Producer) 900 -4.0  
Lead (US Market) 1540 -4.0  
Tin (Kuala Lumpur market) 1540 +0.10  
Tin (New York) 2780 +3.0  
Zinc (US Prime Western) 700

Cattle (live weight) 107.45p +1.25p  
Sheep (dead weight) 141.44p +0.38p  
Pigs (live weight) 74.00p +0.25p

London daily sugar (raw) \$258.00 +1.0  
London daily sugar (white) \$310.00 +1.0  
Tate and Lyle export price (C&O) 110.00

Barley (English feed) \$1180  
Maize (US No 3 yellow) \$168.50  
Wheat (US Dark Northern) \$162.50

Rubber (RSS No 1) \$10.00 +0.25  
Rubber (RSS No 2) \$9.50 +0.25  
Rubber (RSS No 3) \$9.00 +0.25

Coconut oil (Philippines) \$390.00 -10.0  
Palm oil (Malaysia) \$337.50 -7.5  
Copra (Philippines) \$250.00 -2.0  
Soyabean (US) \$82.50 -0.5  
Cotton "A" index 48.50 +0.5  
Wool (Wool 100 Super) 405p +4.0

C is a joint unless otherwise stated. p=per cent, c=cent, r=ringgit, q=quintal, l=lb, d=dec, v=van, w=wt, Jan=January, Feb=February, Mar=March, Apr=April, May=May, Jun=June, Jul=July, Aug=August, Sep=September, Oct=October, Nov=November, Dec=December, Jan=January, Feb=February, Mar=March, Apr=April, May=May, Jun=June, Jul=July, Aug=August, Sep=September, Oct=October, Nov=November, Dec=December.

London daily sugar (raw) \$258.00 +1.0  
London daily sugar (white) \$310.00 +1.0  
Tate and Lyle export price (C&O) 110.00

## SUGAR - London FOB

Raw  
Close Previous High/Low  
Mar 221.00 221.00 221.00 221.00  
May 222.00 222.00 222.00 222.00  
Jul 223.00 223.00 223.00 223.00  
Sep 224.00 224.00 224.00 224.00  
Nov 225.00 225.00 225.00 225.00  
Dec 226.00 226.00 226.00 226.00

White  
Close Previous High/Low  
Mar 305.00 305.00 305.00 305.00  
May 306.00 306.00 306.00 306.00  
Jul 307.00 307.00 307.00 307.00  
Sep 308.00 308.00 308.00 308.00  
Nov 309.00 309.00 309.00 309.00  
Dec 310.00 310.00 310.00 310.00

Turnover: Raw (84) 100 lots of 50 tonnes.  
White (14) 100 lots of 50 tonnes.  
Parks White (10) 100 lots of 50 tonnes.  
1554, Aug 1989, Oct 1989.

CHINA - SFE  
Latest Previous High/Low  
Jan 32.90 32.90 32.90 32.90  
Feb 33.00 33.00 33.00 33.00  
Mar 33.10 33.10 33.10 33.10  
Apr 33.20 33.20 33.20 33.20  
May 33.30 33.30 33.30 33.30  
Jun 33.40 33.40 33.40 33.40  
Jul 33.50 33.50 33.50 33.50  
Aug 33.60 33.60 33.60 33.60  
Sep 33.70 33.70 33.70 33.70  
Oct 33.80 33.80 33.80 33.80  
Nov 33.90 33.90 33.90 33.90  
Dec 34.00 34.00 34.00 34.00

Turnover: 21780 (24740)  
GAS OIL - SFE  
Latest Previous High/Low  
Jan 31.50 31.50 31.50 31.50  
Feb 31.60 31.60 31.60 31.60  
Mar 31.70 31.70 31.70 31.70  
Apr 31.80 31.80 31.80 31.80  
May 31.90 31.90 31.90 31.90  
Jun 32.00 32.00 32.00 32.00  
Jul 32.10 32.10 32.10 32.10  
Aug 32.20 32.20 32.20 32.20  
Sep 32.30 32.30 32.30 32.30  
Oct 32.40 32.40 32.40 32.40  
Nov 32.50 32.50 32.50 32.50  
Dec 32.60 32.60 32.60 32.60

Turnover: 17916 (16000) lots of 100 tonnes

FRUIT AND VEGETABLES  
Domestic and export apples remain a best buy with plenty of varieties to choose from - English Cox's at 35-40p a lb (45-50p) and British Columbia Red Delicious at 45-50p a lb (45-50p). Pick of the week are mushrooms - button varieties at 75p-1.10 a lb (75p-1.10), open and flat varieties at 60-70p a lb (60-70p) and cabbages at 70-80p a lb (70-80p). Winter root vegetables are all superb value with carrots at 20-30p a lb (20-30p), celeriac at 30-40p each (45-50p) have dropped in price due to increased imports from Spain and Canary Islands.

Turnover: 118.90 118.90 118.90 118.90  
Nov 120.35 120.35 120.35 120.35  
Dec 121.80 121.80 121.80 121.80

Turnover: Wheat 242 (303), Barley 25 (10).  
Turnover lots of 100 tonnes.

WHEAT - SFE (Cash Settlement) p/kg  
Close Previous High/Low  
Jan 85.0 85.0 85.0 85.0  
Feb 85.0 85.0 85.0 85.0  
Mar 85.0 85.0 85.0 85.0  
Apr 85.0 85.0 85.0 85.0  
May 85.0 85.0 85.0 85.0  
Jun 85.0 85.0 85.0 85.0  
Jul 85.0 85.0 85.0 85.0  
Aug 85.0 85.0 85.0 85.0  
Sep 85.0 85.0 85.0 85.0  
Oct 85.0 85.0 85.0 85.0  
Nov 85.0 85.0 85.0 85.0  
Dec 85.0 85.0 85.0 85.0

Turnover 12 (18) lots of 3,200 kg

Wheat 118.90 118.90 118.90 118.90  
Nov 120.35 120.35 120.35 120.35  
Dec 121.80 121.80 121.80 121.80

## COCOA - London FOB

Close Previous High/Low  
Dec 677 677 677 677  
Mar 728 728 728 728  
May 760 760 760 760  
Jul 780 780 780 780  
Sep 800 800 800 800  
Nov 820 820 820 820  
Dec 840 840 840 840

Turnover: 19181 (12040) lots of 10 tonnes.  
ICO indicator price (50Ks per tonne). Daily price for Nov 28 875.35 (875.35) 10 day average for Nov 28 884.11 (875.01)

COFFEE - London FOB  
Close Previous High/Low  
Nov 612 612 612 612  
Jan 612 612 612 612  
Mar 612 612 612 612  
May 612 612 612 612  
Jul 612 612 612 612  
Sep 612 612 612 612  
Nov 612 612 612 612

Turnover: 3478 (5441) lots of 5 tonnes.  
ICO indicator price (50Ks per pound) for Nov 28 Comp. daily 71.31 (71.31) 15 day average 68.76 (68.76)

POTATOES - SFE  
Close Previous High/Low  
Apr 135.5 141.6 140.0 137.8  
May 187.0 180.0 180.0 187.0

Turnover 147 (88) lots of 40 tonnes.

SOYABEAN - SFE  
Close Previous High/Low  
Apr 116.50 116.50 116.50 116.50  
May 117.00 117.00 117.00 117.00

Turnover 50 (100) lots of 20 tonnes.

PREMIUM FUTURES - SFE \$10/index point  
Close Previous High/Low  
Dec 1365 1349 1358 1348  
Jan 1345 1332 1330 1330  
Feb 1275 1285 1280 1270  
Mar 1035 1040 1035 1035  
Apr 1150 1140 1145 1145  
May 1340 1320 1340 1340

Turnover 485 (277)

GRAINS - SFE  
Wheat Close Previous High/Low  
Jan 120.15 119.85 120.10 120.00  
Feb 121.50 121.50 121.50 121.50  
Mar 126.90 126.85 126.90 126.85  
Apr 126.40 126.40 126.40 126.40  
May 108.50 108.50 108.50 108.50

Barley Close Previous High/Low  
Jan 118.90 118.90 118.90 118.90  
Feb 120.35 120.35 120.35 120.35  
Mar 121.80 121.80 121.80 121.80

Turnover: Wheat 242 (303), Barley 25 (10).  
Turnover lots of 100 tonnes.

WHEAT - SFE (Cash Settlement) p/kg  
Close Previous High/Low  
Jan 85.0 85.0 85.0 85.0  
Feb 85.0 85.0 85.0 85.0  
Mar 85.0 85.0 85.0 85.0  
Apr 85.0 85.0 85.0 85.0  
May 85.0 85.0 85.0 85.0  
Jun 85.0 85.0 85.0 85.0  
Jul 85.0 85.0 85.0 85.0  
Aug 85.0 85.0 85.0 85.0  
Sep 85.0 85.0 85.0 85.0  
Oct 85.0 85.0 85.0 85.0  
Nov 85.0 85.0 85.0 85.0  
Dec 85.0 85.0 85.0 85.0

Turnover 12 (18) lots of 3,200 kg

Wheat 118.90 118.90 118.90 118.90  
Nov 120.35 120.35 120.35 120.35  
Dec 121.80 121.80 121.80 121.80

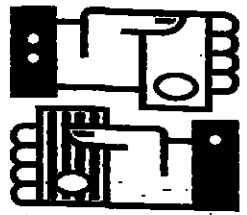
Turnover: 118.90 118.90 118.90 118.90  
Nov 120.35 120.35 120.35 120.35  
Dec 121.80 121.80 121.80 121.80



FINANCIAL TIMES SURVEY

# ACCOUNTANCY: THE CHALLENGE OF EUROPE

Friday November 30 1990



Europe needs to develop more sophisticated accounting services (where the UK's

numbers give it a commanding lead). But will growth opportunities on the continent be stifled by over-zealous regulation from Brussels? David Waller reports

## Potential of the continent

THERE WILL always be arguments as to whether the UK has too many accountants. By contrast, continental Europe is incontestably short of accountants: for example, there are, in the whole of Germany, only 6,000 chartered accountants (or their equivalents) compared with more than 90,000 such accountants in the UK.

Britain is truly a nation of accountants: the total, including certified and management accountants, is around 150,000, swelled every year by thousands of enthusiastic, if unimaginative, graduate recruits. The Fédération des Experts Comptables (FEE), which represents all Europe's professional bodies, calculates that there are only 120,000 accountants in the whole of the rest of Europe.

Things are changing, however. The rash of mergers between the international firms has led to turmoil in many European countries, helping to make accountancy acquire the same aura of excitement that it has in the UK. The demand for sophisticated accountancy and consultancy services is growing with the restructuring of European

industry ahead of 1992. Young people are beginning to see the attractions of one of the world's most portable qualifications.

"Accountancy has become a serious business on the continent," observes Mr Karel Van Hulle, an official at the European Commission who teaches accounting at a nearby university when he is not overseeing the development of European accounting standards. "We will need a lot more good accountants in each member state. We are beginning to get them: every year I get more students attending my course."

As ever in matters European, the UK profession and those of the continent have a symbiotic relationship with one another. Clearly, the UK has the supply of people and knowledge for which there is a growing demand on the continent. But cultural tensions are high and the continental accountants are not always willing to learn from what the UK has to offer. Superfluous UK accountants cannot decamp across the channel and set up shop: it is not as simple as that.

In the UK the profession has been established for a century

and more. There is ferocious competition between the firms. Despite this, the bigger firms managed to grow at between 20 and 40 per cent a year throughout most of the 1980s, mainly through providing consultancy and other value-added advisory work in addition to the staple audit service.

How much greater the potential must be in those continental European countries where there is no long-established profession, where competition is negligible and where the markets for consultancy and other value-added services are ill-developed. Added to that, the economic outlook for many of those countries is better than for the UK.

As a basic measure of the growth opportunities, some 15 per cent of all quoted companies in continental Europe are not audited by the Big Six - compared to just 2 per cent in the mature US market. This ignores Europe's myriad privately-owned businesses, the *Mittelstand* in Germany, the *petites et moyennes entreprises* in France, which account for a much larger share of the economies of continental Europe than of the UK or the US. Increasingly international in outlook, these owner-managed businesses will be the target of the firms' future marketing endeavours.

Over recent years, the profession has grown rapidly in Spain, Italy and France, for instance, and growth looks set to continue in the run-up to 1992 and beyond. The unification of Germany will place great demands on the small but highly expert profession there. Firms have been quick to establish offices in the former eastern bloc, where there is an urgent need for accounting technicians as the countries move towards the market economy.

If there are opportunities, there are also problems. There is no single market in accountancy services; there is far from being a single accountancy profession; and the firms face big management problems when they set up across borders. Moreover, the rules and philosophy of accounting vary enormously from country to country, with the Anglo-American "laissez-faire"



approach at one extreme and the Germanic tax-driven approach at the other.

The Commission is of course committed to the liberalisation of the markets for the accountancy and auditing profession, as it is for other types of industries: the problem is that it has given up trying to harmonise individual professions in favour of a mutual recognition approach. It found that it took 17 years to put together a directive for architects. Rather than go

through that again for accountants, lawyers, librarians, and so forth, it instead promoted the Mutual Recognition of Qualifications Directive, which applies to all professions.

The essence of this directive, which ought to be adopted by member states by the first week of next year, is that a qualification earned in one country must be recognised in another. A British chartered or certified accountant should be able to move to Germany, take

some exams to prove proficiency in German language and law, and set up shop thereafter as a *Wirtschaftsprüfer* - and vice versa.

Unfortunately, this approach enshrines the anti-competitive practices to be found in each national market and does nothing to bring the profession up to a common standard across Europe. Thus, in many countries, accountants are not allowed to advertise their services, nor to do the sort of

taxation and insolvency work which is the meat and drink of the UK profession. Divisions between auditors and bookkeepers are prevalent in several countries and these will remain.

The Commission's Eighth Company Law Directive has brought a measure of uniformity to audit regulations across the community, but it still leaves member states to impose extra legislation if they see fit. The UK has gone further than the directive, requiring the professional bodies to monitor auditors in a way which may prove inconvenient to firms and professional bodies alike.

More worrying, perhaps, are the provisions of the draft Fifth Directive. Jumbled up with social legislation - on worker representation in the boardroom and so forth - are proposals that auditors should put themselves up for re-election every six years and take a break every 12 years.

Though the directive has yet to be implemented, some countries have taken more extreme measures off their own bat. In Italy, for example, stringent regulations require the rotation of auditors every nine years and forbid firms from offering the range of services they provide elsewhere. This makes it very difficult for international firms to do business there. Spain has recently introduced similar measures, and the firms are worried that such regulations will become more widespread across Europe.

It is normal to describe the international accountancy organisations as "firms," but this label inadequately describes what they are, in Europe at least. The French have a better word to describe them - *réseau*, meaning network. With literally one or two exceptions, namely Arthur Andersen and Price Waterhouse, the firms are networks of national practices, bound together with varying degrees of cohesion.

The rationale behind the mega-mergers of 1989 was to provide a better service to the multinational client, but the fall-out from those mergers has revealed just how fragile are the bonds holding the

### IN THIS SURVEY

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- **France:** la concentration is the name of the game
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networks together. Throughout Europe, there has been a frenzy of merger activity as national firms have unscrambled old alliances and forged new ties. Much of the splintering was a direct result of the decision of Deloitte, Haskins & Sells' UK practice to defect from a proposed international merger with Touche Ross to join Coopers & Lybrand instead. This prompted other parts of the Deloitte network to duck out of the international merger with Touche Ross.

In some ways, continental Europe is at the point reached by the UK in the 1950s and 1960s, the decades when the UK's national accountancy practices came into being via the merger of what had been strong regional firms. In Europe today, the strong national firms are coming together - although by and large what they have created are not yet truly European firms. Medium-sized and smaller firms are also forging alliances with one another, recognising that if their clients are thinking and acting European, then so must they. The problems are great but so will the rewards be for those who can see a way round them.

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## ACCOUNTANCY 2

David Waller on interpreting Euro-standards

## Babbling books

ACCOUNTANCY is supposed to be the language of business, but in Europe there is no single language, only a babble of mutually unintelligible dialects. The differences have become increasingly noticeable as the single market of 1993 draws nearer.

"They militate against cross-border investment," reflects Prof Chris Nobes in his book on interpreting European accounting standards\*, "and within multinational companies, they hamper the appraisal of performance, the work of auditors and the movement of staff."

He lists seven factors for the differences: legal systems; the structure of capital markets; the relationship between taxation and reported figures; the varying role and importance of the accountancy profession from country to country; inflation; theory and accidents.

The philosophical divide is mirrored by a geographical divide: the English Channel. In the UK, accounting reflects a tradition of commercial law and a strong profession where accountants have placed greater reliance on their own judgment than on a rule-book.

On the other side of the Channel, accounting is law-based and prescriptive; it reflects the fact that in many countries the main providers of finance are bankers who do not

make their decisions on the basis of published accounts but have access to management figures; under the German principle of *Massgeblichkeit*, tax accounts and commercial accounts are one and the same, tax law taking precedence over any requirement to portray commercial reality.

Companies use different policies on accruals, on depreciation, on goodwill and other intangibles, on translating foreign currencies, on deferred tax, on dividends, on stock valuation, on extraordinary items, to name but a few anomalies. These are enough to make it hard, if not impossible, to pick up a set of accounts for two companies in the same industrial sector - but different European countries - and make sensible comparisons.

That emerged from a study by Touche Ross published earlier this year. It looked at seven hypothetical, identical companies from as many countries. The UK company, it showed, would report both the highest consolidated net profit

and the highest return on capital employed. Spain, Germany and Belgium would report the lowest profits. A profit of £100 in France would be £129 in the UK, £89 in Germany and £94 in the Netherlands.

The European Commission recognised the need to promote harmonisation throughout the community as long ago as 1963. It took 15 years to develop what became the Fourth Company Law Directive (adopted 1978), and a lot longer before member states embraced this legislation in their national law. The Fourth Directive, still to be implemented by Italy, covers the basics of accounting: the format of balance sheets and profit and loss accounts, disclosure requirements and bases for valuations.

In 1983, the Commission adopted the Seventh Company Law Directive, which requires publication of consolidated accounts. This was supposed to be implemented by January 1988. Some countries, notably Germany and France, were quick to do so but others,

including Italy, are dragging their feet.

For some time, the Commission has acknowledged that company law directives are a cumbersome way to promote harmonisation in the sensitive area of accounting standards. They take too long for a start; they allow too much liberty to member states, allowing disharmony to prosper. They certainly do not tackle the really difficult issues, for example accounting for goodwill.

Research published in January showed that the Fourth Directive has inspired a high degree of basic harmonisation - in the way companies present their accounts or disclose the average number of employees during the year - but that there are to be divergences between companies in different countries.

The Commission held a conference on the subject in Janu-

ary, out of which a new institution was born: the Accounting Advisory Forum, consisting of government representatives, trade unionists, bankers, stock-market officials, professional bodies and financial analysts. The first meeting, due this month, has been postponed until January 1991 because of overwork in the relevant Brussels department.

At its conference, the Commission shied away from taking steps which could have led to a set of specifically European standards. The new forum will simply offer advice on complicated accounting issues. Its first meeting will discuss foreign currency translation. Nevertheless, its rulings will have considerable weight, presumably overriding national accounting standards.

In practice, commercial realities will drive the pace of accounting reform in Europe, rather than the forum. As companies shrug off their insular perspectives and become international in outlook, their accounting should change; as they draw on the world's capital markets, they will have to make their figures more transparent to appeal to international investors and comply with listing requirements.

*Interpreting European Financial Statements: Towards 1992* by Christopher Nobes, published by Butterworths. Accounting for Europe success by 2007, published by Touche Ross Europe.

reasons. It represents a defeat for the principle that the UK profession can be trusted to regulate itself in the key area of accounting standards. The ASC did useful work in its 20-year life, the debacle over inflation accounting notwithstanding, but was ultimately a victim of the politics of the six UK professional bodies. Its replacement, the FRC, is a quasi-statutory body with a government-appointed chairman.

If Westminster is making itself felt, so is Brussels. Britain has embraced the Fourth, Seventh and Eighth Company Law Directives, which all impinge on the UK profession. The UK government went beyond the basic requirements of the Eighth - dealing with audit regulation - and in the Companies Act 1989 introduced a requirement for the positive monitoring of the UK's 10,000 auditing firms. The professional bodies will do that by visiting the firms and responding to complaints.

This may be traumatic for both the institutes - more used to being trade associations than regulatory bodies - and the firms - which will find themselves being audited by outsiders for the first time. After the Insolvency and Financial Services Acts, the Companies Act 1989 further cuts the scope for UK accountants to exercise professional judgment: traditionalists fear that the profession is deteriorating into an avoidance industry.

The UK likes to see itself as the mother of the world's myriad accountancy professions. The Institute of Chartered Accountants in England & Wales would not doubt like the chartered accountancy qualification to be the business qualification - indeed firms may now train ACAs on the continent for the first time and the Mutual Recognition of Qualifications Directive could make the ACA even more portable.

But the troubles of the profession in recent years are unlikely to make it the ideal role model for accountants in continental Europe: the turbulence is set to continue as the ASB cuts its teeth and the UK sinks further into recession.

Deloitte firms in Turkey, Cyprus, Greece, the Netherlands, Belgium and Austria opted to join Coopers rather than Touche Ross. Touche Ross's Spanish firm decided to join Coopers as did KPMG's Revokas in Sweden.

Meanwhile, Treuherke, Germany's second largest firm, defected from Touche - now called Deloitte Ross Touche - to

join Deloitte Ross Touche.

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## THE BIG FIRMS

## Size means strength in Europe

THE BARONS of the big accountancy firms have got Europe in their sights. "The opportunities are immense," observes Mr Jim Butler on his appointment as chairman of the KPMG world firm earlier this year. "I have no doubt that Europe will be the biggest area of expansion for the firm during my term of office."

The international accountancy firms are obvious beneficiaries of the wave of industrial restructuring in Europe ahead of 1992. Big companies need good advice about how to operate in Europe as if it were a single market. The firms' fees in Europe have grown rapidly: last month Price Waterhouse and Arthur Andersen announced that their European income had grown by 35 and 39 per cent respectively for 1989-90.

The mega-mergers of recent years were invariably stimulated by a desire on the part of the firms to be bigger and better in Europe. The watershed transaction was the merger between Peat Marwick and KMG Thompson McLintock in 1986, followed in 1989 by the link-up between Arthur Young and Ernst & Whinney which in turn triggered the abortive PW/Andersen talks and the Deloitte/Touche/Coopers & Lybrand hushbaggery.

KMG was dominated by strong continental European practices: Klynveld Kraayenhof in the Netherlands, Deloitte Treuhand in Germany, Fiduciaire in France. It had managed to avoid linking with one of the Anglo-American Big Eight, opting in 1984 for an alliance with Thompson McLintock, one of Scotland's strongest firms.

However by 1986, KMG had decided that the business advantages of teaming up with one of the Big Eight outweighed the cultural unpalatableness of throwing in its lot with the British and Americans.

The motivation for Peat Marwick was to establish a strong presence on the continent to complement the firm's position in the UK and the US. Exactly the same reason lay behind the Ernst & Whinney merger: Ernst & Whinney was weak on the continent and strong in the UK, while Arthur Young was strong on the continent and troubled in the UK.

The Deloitte-Touche merger appeared to have been put together in the US without much consideration for the bonds which bind the firms together across national boundaries. It brought home to clients that Big Eight were in most cases loose federations of national firms which were prone to fall asunder at a moment of great pressure. It is impossible to imagine Unilever or ICI coming apart at the seams in the same way.

A great debate rages in the big firms as to how they should manage themselves. Should they be federal, or should they be centralised and integrated as "one firm" across Europe or indeed the world? Coopers, KPMG, Ernst & Young and Touche Ross are federalists - although not all are happy with the label - while Arthur Andersen and



Jim Butler, KPMG chairman

or DRT International - to KPMG. Other defections from DRT include KPMG in Italy (which went to Ernst & Young) and Neutra in Switzerland (which went to BDO). That is not all: Peat Marwick Norway joined Price Waterhouse, as did B&C and Revit.

## The rhetoric said mergers were for the benefit of clients

suisse, formerly the French and Swiss affiliates of BDO respectively. KPMG lost Fiduciaire to Arthur Andersen but picked up Bohlinus from Deloitte in Norway. Meanwhile Coopers won Treuhand from Price Waterhouse in Germany. This rash of reorganisation is very much at odds with the rhetoric which accompanied the main mega-mergers which it will be remembered, were said to be conducted for the benefit of the firms' multinational clients. It is impossible to imagine any multinational client happy with the disruption of service that must have

EMPLOYEES	
The big firms in Europe	
Coopers & Lybrand	30,000
KPMG	27,500
Ernst & Young	24,500
Deloitte Ross Touche	18,000
Price Waterhouse	15,000
Arthur Andersen	15,000

Source: FT estimate

resulted from the turmoil of the past 18 months.

More importantly, this reconstruction highlighted how loose were the bonds which bind the firms together across national boundaries. It brought home to clients that Big Eight were in most cases loose federations of national firms which were prone to fall asunder at a moment of great pressure. It is impossible to imagine Unilever or ICI coming apart at the seams in the same way.

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Price Waterhouse both espouse the one firm philosophy. Without whereby partners across Europe share in the same profits pot - it is difficult to see how the firms can pursue co-ordinated strategies; how they can undertake the sort of massive investment required to build a business in the information technology industry, for example, especially in a difficult economic climate; how they can deliver an integrated service to a multinational client; how standards can be maintained across the components of the firm.

The problem with integration is that it demands subordination of the national firms to the centre. Strong national firms do not like that subordination, and thus do not stay long with the integrated firms. Ergo the paradox that the two firms with the most sophisticated management structures, Andersen and Price Waterhouse - are the smallest players out of the Big Six in Europe, each with approximately half the number of staff of Coopers or KPMG.

Those federal firms which have managed to drum together a common culture and a degree of transnational unity in the time that their networks have been together may offer just what the multinational client wants, for all the shortcomings of their management structures.

The member firms of the federations are more likely to be rooted in the local business environment: the finance director of a UK company conducting a takeover in Germany may want a friendly English voice as his first point of contact, but after that would probably prefer German nationals, familiar with every nuance of the local markets, to conduct the investigation into the takeover target. In a merchant banking context, a US company would perhaps be inclined to retain a US bank in London, but may be better off using Cazenove and Morgan Grenfell.

This analysis of the strengths of the federations ignores the success of PW and Andersen in Spain, France and Italy and Andersen's success in the UK - where it may be the smallest of the Big Six, but remember that it set up a British office only in 1957. Inevitably, the lively debate over how the firms are managed has decades of history.

The big firms face other problems - not least the sort of regulations which make it impossible to provide a full range of services in Italy. There, partners in the firms cannot provide tax and consultancy advice to those companies they audit; moreover they lose their best audit clients every nine years.

The ultimate nightmare for the Big Six would be if the European Commission introduced similar rules across the community as a whole. This seems unlikely, although Brussels has commissioned a report into the competition implications of the rash of mergers last year.

David Waller

## GERMANY

## In the front line of unity

THE ACCOUNTANCY profession in Germany has been dominated, not surprisingly, by one theme over the past 12 months - German unity. But, unlike most other west German professions and business sectors, the accountants have been catapulted into the front line of the unity process.

About 3,000 of west Germany's 9,000 accountants are now active in the former east Germany. The number is growing every week, says Mr Rolf Lichtner of the Dusseldorf-based Chamber of Accountants.

The accountants are the shock-troops of capitalisation involved in the first large-scale conversion of inadequate east bloc balance sheets. They are also a crucial link in the economic integration of east Germany as, without objective financial data there will be little interest in taking over, or even lending money to, east Germany's 8,000 companies.

According to the terms of German economic and monetary union on July 1, all 8,000 companies were meant to present D-Mark balance sheets by October 31. However, despite the efforts of nearly one-third of the west German profession, the balance sheets have only been completed for about 1,000 companies. The rest are expected by the end of February, but by the end of April all the new balance sheets are also due to

be audited.

Mr Lichtner says that there have simply been too few properly qualified people and too little time for the complicated task. He adds that it is better to do the job thoroughly and get it right than to do it in a rush and produce something of little value.

But there remain almost insuperable problems in getting it even roughly right. The old east Germany, which boasted only about 150 accountants, had balance sheets but their categories did not correspond to western accounting methods. More significantly, the valuations in the balance sheets were largely meaningless in the new D-mark market economy.

The main difficulty for the accountants is how to calculate the new values. In evaluating plant and machinery, most have used the rule-of-thumb that east German equipment is worth about a tenth of west German equipment. But there are obvious exceptions to this rule, such as new equipment bought from the west, or office furniture which is often worth about the same as that in west German companies.

Then there is the problem of land. Mr Lichtner says that as much as 40 per cent of east Germany's entire land mass is the subject of claims from former owners. Many companies do not know whether they own their land, and even if they do own it the accountants are

finding it difficult to put a value on it until there is a properly functioning market in land.

(The former east German government did produce a list of estimated values - DM2,000 a square metre in Berlin, DM650 in Dresden and DM490 in Leipzig - which Mr Lichtner says has been useful.)

Other problems include:

■ Estimating the value of trade contracts with, or work in progress for, former east bloc countries which may not be in a position to pay in D-marks, if at all.

■ Estimating whether a company will have to pay off the debts it inherited from the old regime or whether it will be bailed out by the Treuhand, the trust body which owns most east German industry.

■ Deciding what the boundaries of a company are. Does the company, for example, include the hospitals and holiday homes which may once have belonged to it?

Given these, and many other difficulties, it is not surprising to learn that the balance sheets are deemed provisional for their first eight months and are then officially open to backdated revaluation until 1994.

By then, a large number of the 8,000 companies will have gone bankrupt. The west German bankruptcy law is now valid for east Germany too, but many east German companies

are dodging liquidation either because the Treuhand is still bailing them out with "liquidity credit" or because "there are simply not enough liquidation officials to deal with them," according to Mr Lichtner.

West German accountancy firms have so far not been plagued with unpaid bills from east Germany despite the fact that they are charging almost the normal market rate. "Fees are sometimes reduced a little partly on grounds of fairness and partly on marketing grounds," says Mr Lichtner.

Europe remains the other big theme for accountants in Germany: both the matter of incorporating EC accounting directives and the harmonisation of qualifications which is designed to allow accountants from other EC countries to practise in Germany and vice versa.

Mr Lichtner says the German profession is proud of the fact that Germany will be the first large EC country to allow non-national EC accountants to practise after January 14 next year. The non-Germans will merely have to pass a short exam on German business law. But Mr Lichtner is not expecting a wave of non-Germans, "only a couple of hundred in the first few years". Given the demands of east Germany, work should be easy to find.

David Goodhart

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# Increasing focus on the Gulf factor

**RISE** in concern over the Gulf situation finally unsettled a London stock market already reacting cautiously yesterday to the reshuffle of the UK government by Mr John Major, the new prime minister. Share prices, which had been struggling to recover from a dull start, turned off at the close as reports reached London that allied forces in the Gulf had been placed on alert ahead of the vote in the United Nations on the possible use of force to liberate Kuwait.

Equities opened lower and slipped to a loss of 14.5 on the FT-SE scale in early trading as the market continued to react to the reshuffle of the UK government. However, with London money market rates remaining low, the market recovered in the afternoon. By the close of trading, the FT-SE index was showing a fall of 8.7 points at 2,135.8. The stock market still

regards Mr Major as "an unknown quantity" to quote the comment at the morning meeting of one leading securities firm. "If anything, the move to 13 per cent interest rates looks a little further away this morning than it did a week ago," was the summary.

Nevertheless, the Footsie rallied in the mid-session, moving into firm territory until London turned nervous ahead of the opening of the new Wall Street session. Share prices hung fire as Wall Street came in with a dip of 3.22 Dow points in the afternoon, but the heart was taken out of the UK market by the reports from the Middle East, which sounded a note of alarm.

By the close of trading, the FT-SE index was showing a fall of 8.7 points at 2,135.8. The

pressure from performance funds was reflected in Seaq volume, which increased to 414.9m shares from the 351.5m of the previous session.

Among the day's features was a continued rise in shares of RTZ, the mining and construction group, as several London securities houses downgraded the stock. Mr Sean Worthington at Warburg Securities advised reducing holdings in RTZ in view of the effect on the group of strong sterling, potentially falling oil interest rates and a slowing world economy.

The equity market was led for much of the session by the index futures sector. At the close, the Footsie December future stood at a small premium to fair value against the underlying index. Equities played little heed, however, to

a firm performance by UK government bonds, which took a more positive view of the new UK government's prospects of holding the line against inflation.

Strategists at Shearson Lehman Brothers said the rally in gilts had in part reflected the market's concern over a possible challenge to the established custom whereby London marketmakers borrow stock over short periods.

## FINANCIAL TIMES STOCK INDICES

	Nov 29	Nov 28	Nov 27	Nov 26	Nov 25	Nov 24	Nov 23	Nov 22	Nov 21	Nov 20	Nov 19	Nov 18	Nov 17	Nov 16	Nov 15	Nov 14	Nov 13	Nov 12	Nov 11	Nov 10	Nov 9	Nov 8	Nov 7	Nov 6	Nov 5	Nov 4	Nov 3	Nov 2	Nov 1	Oct 31	Oct 30	Oct 29	Oct 28	Oct 27	Oct 26	Oct 25	Oct 24	Oct 23	Oct 22	Oct 21	Oct 20	Oct 19	Oct 18	Oct 17	Oct 16	Oct 15	Oct 14	Oct 13	Oct 12	Oct 11	Oct 10	Oct 9	Oct 8	Oct 7	Oct 6	Oct 5	Oct 4	Oct 3	Oct 2	Oct 1	Sept 30	Sept 29	Sept 28	Sept 27	Sept 26	Sept 25	Sept 24	Sept 23	Sept 22	Sept 21	Sept 20	Sept 19	Sept 18	Sept 17	Sept 16	Sept 15	Sept 14	Sept 13	Sept 12	Sept 11	Sept 10	Sept 9	Sept 8	Sept 7	Sept 6	Sept 5	Sept 4	Sept 3	Sept 2	Sept 1	Aug 31	Aug 30	Aug 29	Aug 28	Aug 27	Aug 26	Aug 25	Aug 24	Aug 23	Aug 22	Aug 21	Aug 20	Aug 19	Aug 18	Aug 17	Aug 16	Aug 15	Aug 14	Aug 13	Aug 12	Aug 11	Aug 10	Aug 9	Aug 8	Aug 7	Aug 6	Aug 5	Aug 4	Aug 3	Aug 2	Aug 1	July 31	July 30	July 29	July 28	July 27	July 26	July 25	July 24	July 23	July 22	July 21	July 20	July 19	July 18	July 17	July 16	July 15	July 14	July 13	July 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**INDUSTRIALS (Miscel.)—Contd.**[illegible]

هـ خدام من الذهب



## MINES & QUARRIES

P/E	1998		Stock	Price	+ or -
	High	Low			
21.5					

		Tins	
	35	24ayer Niam S.M.	25
	36	24ayer Niam S.M.	25
	37	24ayer Niam S.M.	25
	38	24ayer Niam S.M.	25
	39	24ayer Niam S.M.	25
18 4	40	24ayer Niam S.M.	25
	41	24ayer Niam S.M.	25
19 6	42	24ayer Niam S.M.	25
19 6	43	24ayer Niam S.M.	25
19 6	44	24ayer Niam S.M.	25
19 6	45	24ayer Niam S.M.	25
19 6	46	24ayer Niam S.M.	25
19 6	47	24ayer Niam S.M.	25
19 6	48	24ayer Niam S.M.	25
19 6	49	24ayer Niam S.M.	25
19 6	50	24ayer Niam S.M.	25
19 6	51	24ayer Niam S.M.	25
19 6	52	24ayer Niam S.M.	25
19 6	53	24ayer Niam S.M.	25
19 6	54	24ayer Niam S.M.	25
19 6	55	24ayer Niam S.M.	25
19 6	56	24ayer Niam S.M.	25
19 6	57	24ayer Niam S.M.	25
19 6	58	24ayer Niam S.M.	25
19 6	59	24ayer Niam S.M.	25
19 6	60	24ayer Niam S.M.	25
19 6	61	24ayer Niam S.M.	25
19 6	62	24ayer Niam S.M.	25
19 6	63	24ayer Niam S.M.	25
19 6	64	24ayer Niam S.M.	25
19 6	65	24ayer Niam S.M.	25
19 6	66	24ayer Niam S.M.	25
19 6	67	24ayer Niam S.M.	25
19 6	68	24ayer Niam S.M.	25
19 6	69	24ayer Niam S.M.	25
19 6	70	24ayer Niam S.M.	25
19 6	71	24ayer Niam S.M.	25
19 6	72	24ayer Niam S.M.	25
19 6	73	24ayer Niam S.M.	25
19 6	74	24ayer Niam S.M.	25
19 6	75	24ayer Niam S.M.	25
19 6	76	24ayer Niam S.M.	25
19 6	77	24ayer Niam S.M.	25
19 6	78	24ayer Niam S.M.	25
19 6	79	24ayer Niam S.M.	25
19 6	80	24ayer Niam S.M.	25
19 6	81	24ayer Niam S.M.	25
19 6	82	24ayer Niam S.M.	25
19 6	83	24ayer Niam S.M.	25
19 6	84	24ayer Niam S.M.	25
19 6	85	24ayer Niam S.M.	25
19 6	86	24ayer Niam S.M.	25
19 6	87	24ayer Niam S.M.	25
19 6	88	24ayer Niam S.M.	25
19 6	89	24ayer Niam S.M.	25
19 6	90	24ayer Niam S.M.	25
19 6	91	24ayer Niam S.M.	25
19 6	92	24ayer Niam S.M.	25
19 6	93	24ayer Niam S.M.	25
19 6	94	24ayer Niam S.M.	25
19 6	95	24ayer Niam S.M.	25
19 6	96	24ayer Niam S.M.	25
19 6	97	24ayer Niam S.M.	25
19 6	98	24ayer Niam S.M.	25
19 6	99	24ayer Niam S.M.	25
19 6	100	24ayer Niam S.M.	25

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3.8	60	24	Reinforced Concrete Sp. v	24
4.2	38	6	Semperviva v	6
5.3	34	15	Sleazy Kids Sp. v	15
7.2	44	14	Systems Connections v	14
4.0	55	40	Tomatoes Liscare 30p v	40
2.8	89	27	UPL Group 10p v	32
4.5	64	16	Video Magic Liscare 10p	16
	54	24	Vista Eats Sp. v	24
	64	14	Wilton Group 1p v	14

**NOTES**

Stock Exchange dealing classifications are indicated by security names,  $\alpha$  Alpha  $\beta$  Beta,  $\gamma$  Gamma. Highs and lows are based on intra-day mid prices. "net" distribution based on per share price, profit after taxation and unlevered ACT with denominators are 25¢. Estimated price/earnings covers are based on latest annual reports and accounts possible, are updated on half-yearly figures. P/E's "net" distribution based on per share price, profit after taxation and unlevered ACT with brackets figures indicate 10 per cent or more calculated on "net" distribution. Covers "maximum" distribution; this compares gross dividend profit after taxation, excluding exceptional profit

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dividend, cover relates to previous dividend, P/E latest annual earnings, A Forecast, or estimated dividend rate, cover based on previous year's earnings to local tax, X Dividend cover in excess of 100 times and yield based on merger terms, Z Dividend and special payment: Cover does not apply to special dividend and yield, B Preference dividend passed Canadian, E Minimum tender price, F Dividend on prospectus or other official estimates for 1990-

6-1 dividend and yield after pension scrip issue;  $\bar{y}$  6-1  
 Dividend and yield based on prospectus or other official 6-1  
 14-0 for 1991.  $\bar{D}$  Dividend and yield based on prospectus 14-0  
 5-6 official estimate; for 1990.  $\bar{L}$  Estimated annual 5-6  
 7-9 cover and P/E based on latest annual earnings.  $\bar{m}$  7-9  
 - yield based on prospectus or other official estimate 7-9  
 7-6 Dividend and yield based on prospectus or other official 7-6  
 for 1989-90.  $P$  Figures based on prospectus or other 7-6  
 estimates for 1991.  $\bar{R}$  Gross,  $R$  Forecast annual 7-6  
 cover and yield based on prospectus or other official 7-6  
 6-4 1991.  $\bar{S}$  Scanned,  $\bar{P}$  Pro from flow  $\bar{Z}$  Dividend 6-4  
 6-4 Abbreviations:  $\bar{a}$  ex dividend,  $\bar{a}$  ex scrip issue;  $\bar{a}$  6-4  
 all,  $\bar{a}$  ex capital distribution.

**REGIONAL & IRISH STOCKS**  
The following is a selection of Regional and Irish stocks, the latter being quoted in Irish currency.

57	Craig & Rose £1	700d	Carroll (P.J.)
52	Finlay Pkg. 5p	36	Hutton Hldgs.
30	Holt (Wol) 25p	1305d	IRC
19			

**IRISH**

8.3	Cop 8% Lk 1991	(698) 4		United Drug
7.9	7pc Cap Lk 1996	594 14	+2	
7.8	Fm 13% 97/02	1310 10		
4.7	Rmnos C	167 4		
2.1				
2.1				
7 b				

## TRADITIONAL OPTIC

3-month call rates

	Industrials	B	GNM	
10/7	Allied-Lyons	40	Rank Opt Ord	
10/7	American	46	Reed Intnl	
17.4	Asec IBSP	41	STC	
	BAT	49	Sears,	
	BOT GRU	39	SMN, Bream A	
	BTR	27	Ti	
21.1	Barclays	29	TSC	
	Bank of Am	27	Thorn ENH	
		27	Tru Recd	
		28	T&N	

1 b	Roots.....	21	Unilever .....	
	Sowers.....	41	Vickers .....	
	Brit Aerospace .....	43	Wellcome.....	
	British Steel .....	101		
	Brit Telecom .....	22		
	Cadbury .....	26		
4.3	Charter Conc. ....	37		
	Comm Union .....	37		
	Courtaulds .....	25		
	Everannel .....	40		

**Proprietary**

Brit Land .....

Control Secs. ....

Land Securities.....

5	F&I	54	MC	
6	RAF	54	Montgomery	
7	Accident	106		
8	GEC	57		
9	Grange	57		
10	Grand Met.	64		
11	Griffiths	64		
12	GKN	27		
13	Harman	27		
14	Hawthorne	27		
15	Hawthorne	27		
16	Hayward	27		
17	ICI	70		
18	Landrock	70		
19	Legg & Co	294		
20	LEAF	26		
21	Lloyd Bank	26		
22	Luxor Inds	11		
23	Luxor Inds	11		
24	Luxor Inds	11		
25	Luxor Inds	11		
26	Luxor Inds	11		
27	Luxor Inds	11		
28	Luxor Inds	11		
29	Luxor Inds	11		
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97	Luxor Inds	11		
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99	Luxor Inds	11		
100	Luxor Inds	11		



## AUTHORISED UNIT TRUSTS

1000



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**AA Friendly Society**  
Investment Mgmt M & G Inv Mgmt L

GT Unit Managers Ltd	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2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Marino/Charlshere (1000)F	371-280 280
King William Street, ECAR GAS	-2.30 10.54
Marino (for Nov 28)	151.7 155.2m

[illegible]

Assets		Liabilities		Equity	
2013	2012	2013	2012	2013	2012
Current Assets	1,212,531	Current Liabilities	1,212,531	Equity	1,212,531
Accounts Receivable	1,212,531	Accounts Payable	1,212,531	Common Stock	1,212,531
Inventory	1,212,531	Accrued Expenses	1,212,531	Retained Earnings	1,212,531
Prepaid Expenses	1,212,531	Deferred Revenue	1,212,531		
Property, Plant, and Equipment	1,212,531	Long-Term Debt	1,212,531		
Intangible Assets	1,212,531	Other Liabilities	1,212,531		
Goodwill	1,212,531				
Other Assets	1,212,531				
Total Assets	1,212,531	Total Liabilities	1,212,531	Total Equity	1,212,531



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# CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

### Dollar up ahead of UN vote

GROWING FEAR of conflict in the Gulf and fading expectations of an early rise in US interest rates pushed the dollar up yesterday.

The currency advanced ahead of last night's vote of the United Nations Security Council. It was expected that the UN would approve a resolution authorising the use of force against Iraq unless it withdraws from Kuwait by January 15.

Wednesday's comments by Mr Alan Greenspan, chairman of the US Federal Reserve Board, also lent support to the dollar. He appeared to be against a further easing of US monetary policy in the near term.

Figures on US personal income and saving indicated a continued upward trend in the US economy, but had little impact on the dollar.

At the close of trading in London the dollar had advanced to DM1.4960 from DM1.4840, to Y132.90 from Y132.80, to Sfr1.3750 from Sfr1.3680, and to FF5.0475 from FF5.0075. Its index rose to 60.5 from 60.3.

Sterling was steady for most of the day, but weakened in late trading as the dollar increased demand. The pound's recent recovery, as the period of political uncertainty ended.

With the election of Mr John Major as UK prime minister, also encouraged profit taking yesterday.

Sterling fell 1.90 cents to \$1.9535. It also declined to DM2.9225 from DM2.9275, to FF5.8600 from FF5.8775, and to Y162.4500 from Y162.5000, but rose to Y258.50 from Y258.00. The pound's index shed 0.1 to 94.5.

Within the European Monetary System sterling remained the weakest currency, but was not under any pressure. The Spanish peseta was steady at the top of the EMS exchange rate mechanism, but the Belgian franc replaced the D-Mark as the second strongest member despite a change in interest rate differentials between Brussels and Frankfurt. For the first time since January 1974 the three-month Belgian franc Euro market rate of 94.94 per cent was below the equivalent D-Mark rate of 94.94 per cent.

In Paris the D-Mark was fixed slightly higher at FF5.3770, against FF5.3763 on Wednesday and in Milan the German currency rose to L751.70 from L750.78 at the fixing.

The Australian dollar rose to 77.25 US cents from 76.90 in London. Earlier in Sydney it fell to 76.50 on news that third quarter gross domestic product data indicated the Australian economy is in recession.

Mr Paul Keating, Australian Treasurer, said that the fall of 1.6 per cent in third quarter GDP indicated that a further cut in interest rates is possible before the end of the year. But he said that rising imports and a run-down in stocks suggested that rates have been eased sufficiently. This aided the currency's recovery.

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Sterling was steady for most of the day, but weakened in late trading as the dollar increased demand. The pound's recent recovery, as the period of political uncertainty ended.

Figures on US personal income and saving indicated a continued upward trend in the US economy, but had little impact on the dollar.

At the close of trading in London the dollar had advanced to DM1.4960 from DM1.4840, to Y132.90 from Y132.80, to Sfr1.3750 from Sfr1.3680, and to FF5.0475 from FF5.0075. Its index rose to 60.5 from 60.3.

Sterling was steady for most of the day, but weakened in late trading as the dollar increased demand. The pound's recent recovery, as the period of political uncertainty ended.

Within the European Monetary System sterling remained the weakest currency, but was not under any pressure. The Spanish peseta was steady at the top of the EMS exchange rate mechanism, but the Belgian franc replaced the D-Mark as the second strongest member despite a change in interest rate differentials between Brussels and Frankfurt. For the first time since January 1974 the three-month Belgian franc Euro market rate of 94.94 per cent was below the equivalent D-Mark rate of 94.94 per cent.

In Paris the D-Mark was fixed slightly higher at FF5.3770, against FF5.3763 on Wednesday and in Milan the German currency rose to L751.70 from L750.78 at the fixing.

The Australian dollar rose to 77.25 US cents from 76.90 in London. Earlier in Sydney it fell to 76.50 on news that third quarter gross domestic product data indicated the Australian economy is in recession.

Mr Paul Keating, Australian Treasurer, said that the fall of 1.6 per cent in third quarter GDP indicated that a further cut in interest rates is possible before the end of the year. But he said that rising imports and a run-down in stocks suggested that rates have been eased sufficiently. This aided the currency's recovery.

## IN NEW YORK

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## STERLING INDEX

Nov 29	Nov 28	Nov 27
94.5	94.6	94.6
94.5	94.6	94.6
94.5	94.6	94.6
94.5	94.6	94.6

## CURRENCY MOVEMENTS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## CURRENCY RATES

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## OTHER CURRENCIES

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## MONEY MARKETS

### Short sterling firm

March delivery became the most active short sterling futures contract on Life yesterday, as trading settled down following the appointment of the new UK prime minister and his cabinet.

Market volume had moved towards the March contract at the end of last week, but heavy selling of December delivery on Wednesday resulted from the election of Mr John Major as leader of the ruling Conservative party. The new prime minister and his team are regarded as less likely to favour an early cut in rates than perhaps would the other candidates for the leadership election. After Wednesday's bout of selling short sterling prices moved higher yesterday.

March short sterling opened steady at 88.24 and rose to a high of 88.39, before closing at 88.36, compared with 88.25 previously. The December contract climbed to 88.93 from 88.77, and traded consistently above a strong technical support point of 86.66.

Interest rates had a softer tone. Three-month sterling interbank eased to 13.14 1/2 per cent from 13.15 1/2 per cent, while 12-month money was steady at 12.12 1/2 per cent.

Day-to-day credit was in short supply on the London money market and the Bank of England kept the short end tight by not supplying enough assistance to take out the full underlying shortage. This was forecast at 21.250m, with the authorities giving help of only 21.167m.

An early round of help was offered and at that time the Bank of England bought 234m bills outright, by way of 233m bank bills in band 1 at 13 1/2 per cent, and 233m Treasury bills in band 2 at 13 1/2 per cent.

During the morning the authorities purchased another 233m bills, by way of 232m bank bills in band 1 at 13 1/2 per cent, and 232m Treasury bills in band 2 at 13 1/2 per cent.

In the afternoon 233m bills were bought, through 232m bank bills in band 1 at 13 1/2 per cent and 232m Treasury bills in band 2 at 13 1/2 per cent. Late assistance of around 230m was also provided.

Bills maturing in official hands, repayment of late assistance and a take-up of Treasury bills drained 21.430m, with a rise in the note circulation absorbing 1.05m. These outweighed exchequer transactions adding 230m to liquidity and bank balances above target of 25m.

March delivery became the most active short sterling futures contract on Life yesterday, as trading settled down following the appointment of the new UK prime minister and his cabinet.

Market volume had moved towards the March contract at the end of last week, but heavy selling of December delivery on Wednesday resulted from the election of Mr John Major as leader of the ruling Conservative party. The new prime minister and his team are regarded as less likely to favour an early cut in rates than perhaps would the other candidates for the leadership election. After Wednesday's bout of selling short sterling prices moved higher yesterday.

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During the morning the authorities purchased another 233m bills, by way of 232m bank bills in band 1 at 13 1/2 per cent, and 232m Treasury bills in band 2 at 13 1/2 per cent.

In the afternoon 233m bills were bought, through 232m bank bills in band 1 at 13 1/2 per cent and 232m Treasury bills in band 2 at 13 1/2 per cent. Late assistance of around 230m was also provided.

Bills maturing in official hands, repayment of late assistance and a take-up of Treasury bills drained 21.430m, with a rise in the note circulation absorbing 1.05m. These outweighed exchequer transactions adding 230m to liquidity and bank balances above target of 25m.

## EXCHANGE CROSS RATES

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## FT LONDON INTERBANK FIXING

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## MONEY RATES

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## LONDON MONEY RATES

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## FINANCIAL FUTURES AND OPTIONS

### LIFE LONG GILT FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### US TREASURY BOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
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132.90	132.80	132.80
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5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
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132.90	132.80	132.80
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### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
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132.90	132.80	132.80
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### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
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### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
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132.90	132.80	132.80
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5.0475	5.0075	5.0075

### EUROBOND FUTURES OPTIONS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## MONEY MARKET FUNDS

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Money Market

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Bank Accounts

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Money Market

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Bank Accounts

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Money Market

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Bank Accounts

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Money Market

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Bank Accounts

Nov 29	Nov 28	Nov 27
1.4960	1.4840	1.4840
132.90	132.80	132.80
1.3750	1.3680	1.3680
5.0475	5.0075	5.0075

## Money Market

# CROSSWORD

No.7,407 Set by GRIFFIN

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10



## WORLD STOCK MARKETS

AUSTRIA			FRANCE (continued)			GERMANY (continued)			ITALY (continued)		
November 29	Sch	+ or -	November 29	Fr.	+ or -	November 29	DM	+ or -	November 29	Lira	+ or -
Austrian Airlines	2,500		Boeing 747	265	+1.0	BMW	421		SPR Sem	10,200	+0.25
Boeing 747	2,500		Boeing 737	165	+1.0	Boysen-Verein	230		SAT	1,225	
Boeing 737	165		Boeing 727	140	+1.0	Boeing 727	140		SAT 2	1,225	
Boeing 727	140		Boeing 707	115	+1.0	Boeing 707	115		STE	1,225	
Boeing 707	115		Boeing 600	85	+1.0	Boeing 600	85		STE 2	1,225	
Boeing 600	85		Boeing 500	65	+1.0	Boeing 500	65		STE 3	1,225	
Boeing 500	65		Boeing 400	45	+1.0	Boeing 400	45		STE 4	1,225	
Boeing 400	45		Boeing 300	25	+1.0	Boeing 300	25		STE 5	1,225	
Boeing 300	25		Boeing 200	15	+1.0	Boeing 200	15		STE 6	1,225	
Boeing 200	15		Boeing 100	5	+1.0	Boeing 100	5		STE 7	1,225	
Boeing 100	5		Boeing 50	2.5	+1.0	Boeing 50	2.5		STE 8	1,225	
Boeing 50	2.5		Boeing 25	1.25	+1.0	Boeing 25	1.25		STE 9	1,225	
Boeing 25	1.25		Boeing 12.5	0.625	+1.0	Boeing 12.5	0.625		STE 10	1,225	
Boeing 12.5	0.625		Boeing 6.25	0.3125	+1.0	Boeing 6.25	0.3125		STE 11	1,225	
Boeing 6.25	0.3125		Boeing 3.125	0.15625	+1.0	Boeing 3.125	0.15625		STE 12	1,225	
Boeing 3.125	0.15625		Boeing 1.5625	0.078125	+1.0	Boeing 1.5625	0.078125		STE 13	1,225	
Boeing 1.5625	0.078125		Boeing 0.78125	0.0390625	+1.0	Boeing 0.78125	0.0390625		STE 14	1,225	
Boeing 0.78125	0.0390625		Boeing 0.390625	0.01953125	+1.0	Boeing 0.390625	0.01953125		STE 15	1,225	
Boeing 0.390625	0.01953125		Boeing 0.1953125	0.009765625	+1.0	Boeing 0.1953125	0.009765625		STE 16	1,225	
Boeing 0.1953125	0.009765625		Boeing 0.09765625	0.0048828125	+1.0	Boeing 0.09765625	0.0048828125		STE 17	1,225	
Boeing 0.09765625	0.0048828125		Boeing 0.048828125	0.00244140625	+1.0	Boeing 0.048828125	0.00244140625		STE 18	1,225	
Boeing 0.048828125	0.00244140625		Boeing 0.0244140625	0.001220703125	+1.0	Boeing 0.0244140625	0.001220703125		STE 19	1,225	
Boeing 0.0244140625	0.001220703125		Boeing 0.01220703125	0.0006103515625	+1.0	Boeing 0.01220703125	0.0006103515625		STE 20	1,225	
Boeing 0.01220703125	0.0006103515625		Boeing 0.006103515625	0.00030517578125	+1.0	Boeing 0.006103515625	0.00030517578125		STE 21	1,225	
Boeing 0.006103515625	0.00030517578125		Boeing 0.0030517578125	0.000152587890625	+1.0	Boeing 0.0030517578125	0.000152587890625		STE 22	1,225	
Boeing 0.0030517578125	0.000152587890625		Boeing 0.00152587890625	0.0000762939453125	+1.0	Boeing 0.00152587890625	0.0000762939453125		STE 23	1,225	
Boeing 0.00152587890625	0.0000762939453125		Boeing 0.000762939453125	0.00003814697265625	+1.0	Boeing 0.000762939453125	0.00003814697265625		STE 24	1,225	
Boeing 0.000762939453125	0.00003814697265625		Boeing 0.0003814697265625	0.000019073486328125	+1.0	Boeing 0.0003814697265625	0.000019073486328125		STE 25	1,225	
Boeing 0.0003814697265625	0.000019073486328125		Boeing 0.00019073486328125	0.0000095367431640625	+1.0	Boeing 0.00019073486328125	0.0000095367431640625		STE 26	1,225	
Boeing 0.0001907348											

## CANADA

Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng
<b>TORONTO</b>																	
<i>pm prices November 29</i>																	
Outstanding in issue unless marked S																	
3657 Abrite Pl	515	17	13			15588 Cogeco A	480	470	476	5		13778 Imp. Cd A	3591	58 1/2	59 1/2	59	1/2
3658 Abrite Pl	515	17	13			10000 Cdn Gt Trc	36 1/2	6 1/2	6 1/2	1		158175 Inco	25 1/2	26 1/2	26 1/2	1	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10009 Chubb	5	5	5	1		6000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
5209 Algonquin	516	10	10 1/2	10 1/2	1	10000 Chubb	5	5	5	1		10000 Incopec	165	157	160	5	
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5209 Algonquin																	

# INDICES

## NEW YORK DOW JONES

	Nov. 26	Nov. 27	Nov. 28	Nov. 29	1990 HIGH	1990 LOW	Since completion
Industrials	2535.15	2543.81	2533.17	2527.23	2999.75	2364.10	2999.75 41.32
Home Bonds	90.18	90.28	90.24	90.13	103.04	88.44	103.04 127/23
Transport	831.48	839.13	835.80	844.12	91.31	74.99	91.31
Utilities	209.26	209.13	209.88	209.00	123.17	104.93	1532.01 12.33
					176.25	140.36	236.23 10.50
					127/20	84/23	127/20

## STANDARD AND POOR'S

	Nov. 31.74	Nov. 31.80	Nov. 31.62	Nov. 31.50	368.95	295.46	368.95	4.46
Composite	317.84	318.10	316.59	315.10	1167.77	1110.01	1167.77	1/63
Industrials	374.75	374.83	373.28	369.71	437.37	344.93	437.37	1/62
Financial	22.06	22.12	21.81	21.34	11.67	11.60	11.67	21/83
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CANADA TORONTO						1980						SWITZERLAND					
	Nov. 26	Nov. 27	Nov. 28	Nov. 29													
	HIGH				LOW												
Metals & Minerals Composite	2556.13	2561.37	2554.65	2552.65	3455.05 (4U)	2416.50 (8U/L)											
	3144.64	3140.01	3127.38	3116.62	4009.47 (3U)	3009.91 (16U/L)											
MONTREAL Portfolio	1649.63	1667.67	1662.96	1661.00	2040.90 (3U)	1607.24 (16U/L)											
Base values of all indices are 100 except NYSE All Common = 50; Standard and Poor's = 10, and Toronto Composite and Metals = 1000. Toronto indices based 1975 and Montreal Portfolio 4/1/83. † Excluding bonds. ‡ Industrial, plus Utilities, Financial and Transportation. (c) Closed (u) Unavailable.																	
* Saturday November 24: Taiwan Weighted Prior 4801.08 Korea Comp Ex 678.92 ‡ Subject to official reallocation. † Calculated at 17.10 (6U)																	
Base values of all indices are 100 except Brussels SE, ISEQ Overall and DAX = 1,000, JSE Gold = 255.7, JSE Industrials = 264.3 and Australia All Ordinary and Mining = 500. (c) Closed (u) Unavailable.																	

TOKYO - Most Active Stocks				
Thursday 29 November 1990				
Stocks	Closing	Change	Stocks	Closing
Traded	Prices	on day	Traded	Prices
Nippon Steel .....	11.1m	+ 1.5	Kobe Steel ..	6.5m
Hosoya Paper ....	10.0m	+ 140	Mitsui Heavy ..	4.9m
Hitachi .....	8.5m	0	Sankyo Metal ..	4.7m
Kurehaun .....	7.2m	+ 160	Kurehaun Inds ...	4.2m
Nicc .....	6.5m	0	Sumitomo Steel	4.0m

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FINANCIAL TIMES  
EUROPE BUSINESS NEWS PAPER



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

[illegible]

**Continued on Page 47.**



**NASDAQ NATIONAL MARKET**

2pm prices November 2

[illegible]

**2pm prices  
November 29**

[illegible]
 The Financial Times logo, consisting of the words "FINANCIALTIMES" in a bold, sans-serif font, with a decorative horizontal line above the text.**FINANCIAL TIMES**



## WORLD STOCK MARKETS

## AMERICA

## Equities turn lower in lethargic start to trading

## Wall Street

A LETHARGIC start to the day saw US equities turn broadly lower yesterday morning as the market waited for the results of a United Nations resolution on the use of force against Iraq, writes Karen Zagor in New York.

At 1.30 pm, the Dow Jones Industrial Average was off 23.76 to 2,511.39 on slim volume. On the big board, declining issues outpaced those advancing by a ratio of eight to five. Of the leading stock market indices, only the American Stock Exchange Composite was higher yesterday morning, adding 0.67 to 299.64 at 1 pm.

On Wednesday the Dow closed 8.66 lower at 2,535.15. Stock prices were depressed by profit-taking in the morning session and by higher oil prices. Crude oil prices firmed in light morning trading in anticipation of approval of the UN resolution which would effectively endorse the use of force in the Gulf if Iraq does not withdraw from Kuwait by January 15. At mid-session, January crude oil was up 17 cents a barrel at \$33.45.

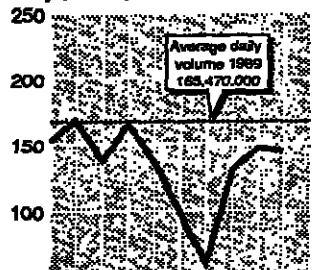
Among individual stocks, McDonald's fell \$1.10 to \$27.75 in active trading amid rumours that the company would permanently drop the price of its basic products including hamburgers and milkshakes, although McDonald's said it

was not contemplating across-the-board price cuts.

Several blue chip issues moved lower in heavy trading including PepsiCo, which lost \$1.25 to \$48.75, and General Motors, which fell \$1.25 to \$37.75. Johnson & Johnson rose \$1.25 to \$67.75 in active morning trading.

## NYSE volume

Daily (million)



ing after several analysts made positive comments about the stock. The issue is expected to perform well if Johnson & Johnson gets approval for any of three major products which are being reviewed by the Food and Drug Administration.

McDonald's Douglas fell \$2.25 to \$44.75 after an Air Force report said the cost of fulfilling its C-17 cargo aircraft contract might exceed the limit by as much as \$580m. McDonnell

Douglas, which would have to absorb all expenses above the government's ceiling for the project, has said it will not exceed it.

Cleveland-Cliffs jumped \$2.25 to \$28.75 after the company said it had reached a tentative labour accord with its steelworkers' union which would end a strike at the company's iron ore mines in Michigan.

CUC International gained \$1.25 to \$18.75 after turning in third-quarter net earnings of 21 cents a share against 7 cents a year earlier.

The secondary market moved lower yesterday morning in slow trading, with the NASDAQ composite off 1.71 to 353.35 at mid-session. Reuters Holdings ADRs fell \$1 to \$35.75 in active trading on the news that the company's managing director and chief executive, Mr Glen Rendrew, will retire in March.

## Canada

INVESTORS were hanging back from the market yesterday, waiting for the UN vote, and Toronto stocks were flat at midday in slow trading. The composite index slipped 0.3 to 3,144.4 on volume of 17.4m shares. Declines led advances by 198 to 172.

Toronto-Dominion fell \$3.25 to \$48.75. The bank said its fourth-quarter earnings had fallen to 37 cents per share from 52 cents.

## ASIA PACIFIC

## Nikkei drops below 23,000 as yen weakens

## Tokyo

SHARE PRICES lost further ground in Tokyo yesterday, pushing the Nikkei average below 23,000 for the first time in five trading days. The fall came in response to a decline in the yen, rising crude oil prices and more rumours that a large speculative investor was running into financial difficulty, writes Emiko Terazono in Tokyo.

The index opened at the day's high of 23,030.90, but soon fell as the yen fell Y130 from the previous day's close following remarks by Mr Alan Greenspan, the US Federal Reserve Board chairman, expressing concern over the dollar's decline. The Nikkei dropped to the day's low of 22,855.60 during the morning.

Volume remained low, totaling 300m shares, as only individuals trading in small lots were willing to participate. Losses outnumbered gains by 882 to 83, with 73 issues unchanged. The Topix index of all first section stocks declined 30.35 to 1,666.96 and, in London trading, the ISE/Nikkei 50 index shed 4.21 to 1,270.74.

Pessimism continued as 141

issues hit lows for the year in intraday trading. Among them were high-technology stocks such as Fujitsu and NEC. The latter was sold heavily in early trading after news of its consolidated results for the first half, which showed a 9.6 per cent decline in post-tax profits.

However, index-linked buying by large securities companies towards the end of the session propped up the prices of such leading issues, said Mr Masahiko Okuma at UBS Phillips & Drew. Fujitsu and NEC both closed unchanged at Y960 and Y1,270 respectively.

Remarks made on Wednesday by Mr Yasushi Mieno, the governor of the Bank of Japan, that financial trouble for speculative investment companies was unavoidable cast a shadow on the already nervous market. Some speculative stocks such as Honshu Paper, which closed at Y140 at Y2,090, attracted bargain hunting, but most remained depressed.

Power utilities lost ground on higher crude oil prices and lower profit forecasts. They have suffered heavy declines in pre-tax profits for the first half, and have revised downwards their earnings for the full year, forecasting sharper falls in profits. Chubu Electric Power, which expects a 79 per cent

plunge in pre-tax profits, receded Y80 to Y2,630.

The expiry of margin contracts continued to depress leading steels and shipbuilders. The few winners of the day were financials. Bank of Tokyo gained Y20 to Y1,090 and Tokio Marine & Fire Y20 to Y1,280. Traders said non-life insurers were being bought by European and US pension fund managers, because they are less affected by high interest rates than securities houses and banks.

In Osaka, the OSSE average plummeted 836.79 to 25,160.89 on volume of 33.7m shares.

Noda Industrial, which had been suspended on the OSSE second section for two days, plunged Y285 to Y415. The issue faced heavy sell orders after the company announced that it might consider holding back dividend payouts this year; the company is connected with Kyowa, the steel frame builder and property speculator which filed this week for bankruptcy protection.

## Roundup

FEARS OF war in the Middle East preyed on many Pacific Rim markets yesterday.

SEOUL closed lower after a volatile session, ending three

days of gains. The composite index slipped 7.21 to 692.55 amid strong trading volume of Won343.4bn (Won249bn).

Shares jumped in the morning on rumours that the government would speed up the opening of the local capital markets to foreigners, but fell back after the government issued a denial. Reports that institutional investors were selling large amounts of stocks also hurt the market.

BOMBAY returned from Wednesday's holiday in worried mood, and fell 6.9 per cent on Gulf fears. The BSE index lost 75.79 to 1,208.56. BANGKOK shed 4.9 per cent after the drop in Tokyo prompted investors to cash in their holdings on fears of a domestic economic slowdown. The SET index lost 28.95 to 668.20.

AUSTRALIA was plagued by computer problems which led to the wrong index being displayed throughout the session, confusing traders. News that the gross domestic product fell 1.6 per cent in the third quarter, after declining 0.4 per cent in the previous quarter, also weighed on prices. The All Ordinaries index fell an estimated 12.6 to 1,335.5.

Banks declined in active trading, accounting for about one quarter of the day's turnover, in the wake of ANZ's poor results. ANZ fell 22 cents to A\$3.47. Turnover jumped to A\$231m from A\$124m.

TAIWAN ended four days of losses on meeting bargain hunting. The weighted index rallied 65.33 to 4,210.14. Volume decreased to T\$54.54bn.

SINGAPORE drifted in lacklustre trading. The Straits Times Industrial index closed at 1,109.41, down 6.41. Turnover fell to S\$33.84m from S\$38.10m. Renong, however, a Malaysian company with close links to the country's ruling party, rose 9.5 cents to S\$1.02.

Electro Magnetic, the troubled video tape maker, fell below its 50-cent par value during the day to 47 cents, before rebounding to close at 50.5 cents. The Stock Exchange has been asking questions about its manufacturing capability and quality control. The company has also been given two weeks for an independent audit to help its creditor banks decide on its future.

HONG KONG eased in thin trading. The Hang Seng index dipped 8.04 to 2,978.35, while turnover dropped to HK\$433m, the thinnest since September 30, from HK\$530m.

NEW ZEALAND's Barclays index receded 6.29 to 1,288.1 during a quiet trading session.

## EUROPE

## Paris ends at day's high as bourses wait for UN

BOURSES played a waiting game yesterday, before the United Nations (UN) vote on Kuwait. Most edged lower, although Paris achieved a modest gain, writes Our Markets Staff.

PARIS ended at its day's high, the CAC 40 index rising 5.51 to 1,807.06 from its low of 1,800.27. There was some interest in special situations, lifting volume in some stocks, but overall turnover was light at about FF1.3bn, compared with Wednesday's FF1.5bn.

Thomson-CSF, the defence electronics company, gained FF1.20 or 3.3 per cent to FF116 with 575,400 shares changing hands; there were reports of a big buyer in the market. Michelin jumped FF1.10 or 6.4 per cent to FF68.30 on 402,400 shares, including one block of 120,000 at FF66 a share; Peugeot gained FF9 to FF538 on 338,575 shares before the expiry of a warrant today.

In the chemical sector, a belief that Rhône-Poulenc had been oversold lifted its investment certificates by FF8.50 or 4 per cent to FF219, with 81,525 traded.

FRANKFURT ended mixed, the DAX index easing 1.70 to 1,418.92 after a decline of a mere 0.67 in the FAZ at mid-session as volume fell from DM5bn to DM3.8bn.

Banks were generally higher, with the exception of Dresdner, which fell DM2.50 to DM388.10 on results which were much as expected. Deutsche Bank registered a DM1.50 rise to DM399.50 before 10-month results next week.

Among carmakers, Volkswagen fell DM3 or 2.8 per cent to DM355.50 as warping strikes interrupted operations at its Wolfsburg plant. Other strikes are planned today and Monday for VW's plants in five other

German cities. Porsche, meanwhile, fell another DM18 to DM700.

Lufthansa, the state-controlled airline, fell another 30 to DM109.10 after Wednesday's DM5 drop on news that the government was considering selling its holding. Yesterday saw what were described as unsatisfactory profits for the carrier after nine months of 1990.

AMSTERDAM's turnover improved slightly as some institutions started to return to the market. The CDS Tendency index eased 0.3 to 94.3.

CSM, the sugar producer, gained 50 cents to FF62.90 before announcing a 15 per cent rise in net profits. Phillips rose 60 cents to FF21.60 after saying it had the agreement of Dutch trade unions on a forthcoming round of job cuts. Alkerm, the retailer, slipped 30 cents to FF132.90 after reporting a 21 per cent rise in third-quarter net profit to FF58.7m.

BRUSSELS was weaker but volume was boosted by trading in Petrofina, the oil company, and FN, the arms manufacturer. The cash market index eased 21.44 to 4,594.84.

Petrofina rose BFR25 to BFR10.050 and FN rose 7.1 per cent to BFR135.

ZURICH finished steady, the Credit Suisse index edging up 0.4 to 458.4 as Nestlé signed a protocol with Coca-Cola on ready-to-drink beverages, and its shares reversed recent weakness to end SFR80 higher at SFR73.30.

In chemicals, Ciba-Geigy bearers rose SFR30 to SFR2.320 although 1990 net profits were expected to decline by more than the 12 per cent seen in the first six months.

MADRID was subdued, the general index falling 0.65 to 227.58. Dragados, the construction company, was active, rising

ing Pt35 to Pt2,400 with 2.29m shares traded.

Erccos, the chemicals company, lost Pt20 to Pt585 in spite of reaching agreement with unions on restructuring of Fesa-Enfersa, its agrochemical unit which is expected to contribute to a sharp drop in profits this year.

MILAN closed lower although the previous day's news that Fiat planned to invest L5 trillion in two new car plants helped sentiment. The Comit index fell 0.73 to 500.67.

CIR fell L125 or 5 per cent to L2,395 after Mr Carlo de Benedetti, its chairman, reportedly said he planned to divest its French subsidiary, Cerus.

STOCKHOLM closed marginally higher, the Afarsvärden General index closing 0.6 higher at 825.8 although banks fell by 1.2 per cent. Volume slipped to SKr166m.

Nordbanken, the country's second largest bank, dropped SKr3 or 7 per cent to SKr31 after reducing its operating profits forecast to SKr2bn from an earlier SKr3.2bn.

OSLO continued to rise. The all-share index added 10.65 or 2.3 per cent to 479.55 in volume of NKr340m.

ISTANBUL resumed its downwards path after Wednesday's partial recovery, losing 126.46 or 3.4 per cent to 3,311.93, while ATHENS' general index gained 16.43 or 2 per cent to 858.37.

## SOUTH AFRICA

SHARES DRIFTED aimlessly in Johannesburg in uncertain trading as swings in the financial market led to confusion. The all-share index rose to 2,604 before closing only 1 higher at 2,596. The all-gold index fell 13 to 1,253.

## Malaysian plantations shrug off crop outlook

A land deal earlier this month has led to a spurt of interest, writes Lim Siong Hoon

THESE ARE not the best of times for the Kuala Lumpur Stock Exchange or the commodity markets, so a recent spurt in prices and trading in the plantation sector came as a surprise.

The values in nearly a dozen shares rose in unison, gaining by up to 10 per cent in a single day, even though this year's Malaysian crop output and its prices are expected to be flat or only marginally higher.

Among the leading companies, Golden Hope has risen 22 per cent on the month to S\$2.25 yesterday. Sime Darby has eased slightly from S\$2.96 at the end of October, but has gained 8 per cent since November 7 to S\$3.78 yesterday; and Kuala Lumpur Kepong has risen 6 per cent on the month to S\$4.38. These gains compare with a fall of 5.3 per cent in the Kuala Lumpur composite index so far in November.

Much of the interest is speculative, related to the value of the land held by the plantation groups at a time when their earnings are falling and dividends, at best, will be flat. Pre-tax profits for the six months to September in Golden Hope, the country's second largest plantation group, for instance, dropped by 50 per cent.

The idyllic farms, with their immaculate rows of rubber and oil palm trees, are increasingly under pressure to capitalise on rising real estate prices, and surrender land to the demands of other industrial sectors, which are growing more rapidly. The clearest example of this is Consolidated Plantations, a Sime Darby subsidiary and the country's third largest plantation company, with land holdings of more than 57,000 hectares. Housing, roads and factories are closing in on many of its estates in the Klang valley central peninsula region.

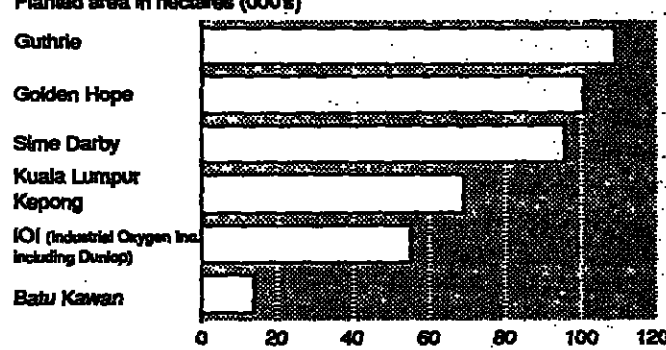
In another such deal, Highlands and Lowlands, a subsidiary of Kumpulan Guthrie, the country's largest plantation, is expected to make a net extraordinary gain of almost M\$367m, while land sales by Consolidated Plantations this year have totalled more than M\$330m. Golden Hope, Kuala Lumpur Kepong and most of the other leading plantations have announced similar property deals in the past month.

Some analysts believe that the 15 per cent rise in crude palm oil prices in recent weeks has at least contributed to a renewed interest in the sector. At about M\$800 a tonne, however, current palm oil prices are no higher than last year's average and below the M\$1,000 fetched in previous years.

Palm oil accounts for about

## Malaysian plantations

Planted area in hectares ('000's)



60 per cent of the planted acreage of plantations; the rest is occupied by rubber and cocoa, where markets remain depressed.

Although many plantation share prices have leapt to 20 to 30 times earnings, their overall market capitalisation is just 1.23 to 1.26 times the net book

worth. This compares with 1.7 and 2.6 in the property and industrial sectors.

Some analysts believe that this gap might narrow if plantations continue to dispose of land at a large profit, thus offsetting slower earnings from their core business.

The focus of investor attention on the former colonial groups such as Consolidated Plantations and Malakoff is more than coincidental. They own much of the ideally serviceable land, because their estates are located along the present trunk roads, and not deep in the jungle, where the new estates are located, says Mr Ang Kok Heng, research manager at TA Securities, a Malaysian brokerage. "On average such land fetches 10 times the book value," he says.

## Société Nationale Elf Aquitaine

has acquired the petrochemicals, special chemicals, and fertilizer interests of

## Orkem

Morgan Guaranty acted as co-financial advisor to Elf Aquitaine, valued the two companies and assisted in the negotiations in this transaction

JPMorgan

JPMorgan

## FT-ACTUARIES WORLD INDICES

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NATIONAL AND REGIONAL MARKETS	WEDNESDAY NOVEMBER 28 1990										TUESDAY NOVEMBER 27 1990										DOLLAR INDEX			
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% Chg on day	Gross Div Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% Chg on day	Gross Div Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% Chg on day	1980 High	1990 Low	Year ago (approx)
Figures in parentheses = number of lines of code																								
Australia (78)	124.01	+0.3	93.21	101.75	95.56	107.22	+0.2	7.24	123.99	92.85	100.31	95.18	107.03	158.31	118.98	144.19								
Austria (19)	196.54	-0.4	147.72	161.28	151.64	151.40	-0.4	1.80	197.27	148.09	159.99	151.79	152.04	285.63	178.57	148.67								
Belgium (61)	136.06	-1.1	102.28	111.84	104.99	102.86	-0.7	5.84	137.53	103.24	111.53	106.82	103.61	160.02	126.87	149.04								
Canada (120)	124.92	-0.1	93.89	102.49	96.37	103.47	+0.1	3.81	125.02	93.65	101.38	96.19	105.33	153.61	121.24	149.67								
Denmark (33)	243.51	+0.5	185.25	200.05	188.11	188.63	-0.5	3.49	243.74	184.48	199.30	189.09	188.84	277.82	224.05	230.75								
Finland (25)	106.58	+1.2	75.36	86.63	81.46	78.46	+0.7	3.89	104.35	78.34	84.64	80.30	77.99	162.29	98.91	120.97								
France (122)	138.51	-0.6	104.10	113.63	106.85	106.79	-0.3	3.82	139.32	104.59	112.98	107.19	109.11	168.85	124.98	139.68								
Germany (91)	115.98	-0.8	87.17	95.17	88.48	88.48	-0.5	2.54	116.93	87.77	94.84	89.87	89.97	144.63	101.38	104.63								
Hong Kong (48)	121.57	-0.3	81.37	86.74	82.80	121.64	-0.2	2.11	121.51	81.91	88.96	83.80	121.53	147.49	112.24	115.99								
Ireland (17)	152.06	-1.1	114.29	124.76	117.32	119.20	-0.8	4.39	153.82	115.47	124.75	118.36	120.18	198.57	139.04	166.17								
Italy (91)	78.32	-0.1	57.37	62.62	58.88	63.54	+0.4	3.87	78.41	57.36	61.96	58.79	63.31	109.26	76.32	92.39								
Japan (54)	125.13	-3.2	94.02	102.66	96.56	102.66	-2.1	0.83	129.32	97.08	104.88	99.52	104.88	197.28	106.58	105.98								
Malaysia (35)	180.32	-0.8	143.05	156.15	148.35	150.84	-0.7	3.44	181.88	144.04	155.61	147.64	158.27	230.88	192.96	204.02								
Mexico (12)	574.67	+1.1	431.94	471.51	443.37	484.29	+1.0	0.37	568.41	426.69	460.88	437.36	482.36	574.67	324.53	285.50								
Netherlands (41)	134.00	-0.5	100.72	109.94	103.39	102.35	-0.3	5.25	134.71	101.12	109.25	103.85	102.64	149.03	127.58	131.78								
New Zealand (16)	46.70	+0.7	36.50	39.36	37.57	42.36	+0.9	7.83	48.38	36.30	37.21	41.99	75.36	47.90	75.42									
Norway (21)	217.54	-0.1	163.51	187.49	167.84	171.25	+0.4	1.81	217.35	163.18	176.28	167.24	170.59	278.79	202.34	178.75								
Singapore (25)	135.54	+0.1	117.21	128.95	130.31	122.56	-0.1	4.60	135.65	117.00	128.40	119.82	122.64	209.28	147.24	174.32								
South Africa (18)	77.06	-0.2	125.57	140.35	131.87	131.43	-0.7	4.22	77.27	125.32	135.71	130.55	132.36	251.39	169.29	181.07								
Spain (42)	145.15	-0.3	109.10	119.10	111.99	103.75	+0.2	5.34	145.59	109.29	118.08	112.02	103.57	182.25	128.54	138.56								
Sweden (27)	355.39	+1.5	116.79	127.49	119.88	128.07	+1.8	3.17	353.11	114.94	124.18	117.82	125.74	234.83	133.11	169.63								
Switzerland (58)	67.72	-0.0	85.93	71.98	67.88	89.96	+0.2	3.05	67.70	86.34	71.13	67.49	68.45	109.77	86.00	91.56								
United Kingdom (259)	69.18	-0.7	127.18	140.56	131.87	131.43	-0.7	4.11	69.26	127.02	140.32	130.57	128.13	179.16	139.87	144.12								
USA (50)	133.93	+0.0	105.52	99.04	128.36	+0.0	3.85	128.39	96.38	114.13	99.38	98.26	104.35	148.55	113.06	139.39								
Europe (962)	137.49	-0.7	103.34	112.81	106.08	105.05	-0.4	4.43	138.40	102.89	112.25	106.50	105.49	165.85	124.91	128.95								
Nordic (112)	177.06	-0.3	128.57	140.35	131.97	131.13	-0.6	2.32	177.59	128.06	138.45	131.45	130.59	219.19	170.58	179.00								
Pacific Basin (504)	124.66	-3.0	93.70	102.28	96.18	103.13	-2.0	1.23	128.52	95.46	104.23	98.85	101.99	192.75	148.01	158.92								
Euro - Pacific (1616)	120.23	-2.0	97.88	106.84	100.47	104.74	-1.3	2.61	132.50	99.78	107.77	102.25	106.12	174.16	116.02	136.19								
Europe - America (653)	128.06	+0.5	96.25	105.12	96.52	126.85	+0.1	3.34	128.10	96.18	103.90	98.58	126.87	148.43	119.26	138.98								
Europe Excl. Japan (208)	128.06	+0.5	96.25	105.12	96.52	126.85	+0.1	3.34	128.10	96.18	103.90	98.58	126.87	148.43	119.26	138.98								
Pacific Excl. America (208)	110.44	-0.0	89.02	97.19	91.39	105.88	+0.0	6.23	110.19	88.66	93.36	91.38	92.21	146.82	109.94	118.52								
World Excl. US (1608)	130.71	-1.9	96.24	107.20	100.85	105.47	-1.2	2.56	132.27	100.40	108.09	102.55	106.79	173.11	116.03	130.12								
World Excl. Japan (1281)	124.80	-1.3	95.50	102.51	96.39	111.06	-0.8	2.75	126.62	95.05	102.69	97.44	112.00	182.10	115.37	126.72								
World Excl. Japan (1281)	124.80	-1.3	95.50	102.51	96.39	111.06	-0.8	2.75	126.62	95.05	102.69	97.44	112.00	182.10	115.37	126.72								
World Excl. Japan (1281)	124.80	-1.3	95.50	102.51	96.39	111.06	-0.8	2.75	126.62	95.05	102.69	97.44	112.00	182.10	115.37	126.72								
World Excl. Japan (1281)	124.80	-1.3	95.50	102.51	96.39	111.06	-0.8	2.75	126.62	95.05	102.69	97.44	112.00	182.10	115.37	126.72								
The World Index (2281)	128.96	-1.3	96.85	107.73	99.43	112.86	-0.9	3.07	130.25	97.40	105.23	99.40	113.47	181.54	124.34	158.21								



## RECRUITMENT

## JOBS: Unprecedented fall in demand could herald structural change in sales and marketing

DOES any reader have a clear idea of what's happened to the sales and marketing profession in Britain? If so, the Jobs column would dearly like to know, because something unprecedented seems to be afoot.

Admittedly, recruiting of sales and marketing people has always dwindled when recession bites and employers are gloomy about what they can foresee. But the recruitment cuts of past economic downturns were modest compared with the drop in the market for such staff now. The steepness of the fall is underlined by saying merely that advertised demand for them is at a record low. A better idea of the plunge is given by comparing the MSL International consultancy's count of marketing and sales jobs advertised in the 1981 recession, which was bad enough, with the count for the 12 months to September 30 this year.

Between October 1 1980 and the end of September 1981, United Kingdom national journals advertised 17,586 openings for executives of all kinds. Jobs for sales and marketing specialists numbered 3,542, 19.5 per cent of the total. The only specialists in greater demand was accounting and finance with 3,806 offers, or 21.3 per cent.

Over the 12 months to September 30 1990, the all-executive total was far greater at 28,706. But the number for marketing and sales staff was down to 2,940, or 9.9 per cent of the lot - surely a disquieting loss of their market share. Demand was higher not only in accounting and finance

## Why reps may be an endangered species

at 20.2 per cent, but also in production management at 19.1, and in research and development at 11.4 per cent.

I had hoped to find a clue to the change's causes in the Remuneration Economics consultancy's new survey of sales and marketing in the UK. (The overall findings on the pay and perks of seven ranks of staff, with comparisons for the same ranks in accounting and finance, are given in the table below. Anyone wanting

more information on the results can obtain it, at a price, from Peter Stevens of the consultancy, 51 Portland Rd, Kingston upon Thames, Surrey KT1 2SH; telephone 081-549 9726, fax 081-541 5705.)

My hope of a clue did not lie in the survey's pay figures which, since they are based on people already employed by the companies taking part in the study, say nothing about intakes of recruits. The hope was vested in another part of the

survey which gives staff-turnover rates. It struck me that one reason for the drop in recruitment of sales and marketing people might be that they are staying in the same job markedly longer than they used to, so reducing the need for replacements.

But that does not seem to be the case, because their turnover rate has been higher than the rates for other specialists. The survey found that 9.6 per cent of marketing and sales staff had resigned

in the past year, and a further 2.8 per cent had been sacked. Comparable rates were:

Specialism	% resigned	% fired
Finance	10.5	1.0
Computing	10.3	1.7
Personnel	8.7	1.2
Actuarial	8.0	0.3
Engineering	6.8	0.9

Another fairly obvious possibility is that the employers rather than the employees have changed their habits and are recruiting sellers and marketers in other ways. Although the drop seems too steep to be explained by a shift from advertising to the personal approach methods of executive search, a bigger share of the ads may be appearing in trade papers instead of national journals.

But Oastler Michie, who has just retired after being MSL's chief market-watcher since 1959, says there has been no such swing large enough to account for the fall. And try as I might to think of another simple explanation, I cannot. Hence my appeal to readers better placed to know.

Could it be that we are seeing the effects of a structural change in sales and marketing which is reducing the need for staff? One factor in it, for example, could be the trend towards fewer and bigger

organisations with central purchasing functions buying in great bulk. Moreover, perhaps the forecasts of information systems enthusiasts are coming true.

Numerous of them have prophesied that computers will eventually replace the standard sales representative. They say the transactions traditionally made through reps - from specifying a suitable product and landing its advantages through taking an order and answering queries about its progress, to invoicing chasing payment and scheduling after sales service - can be better handled by back-room staff sitting at terminals linked to a constantly revised database.

## Model-builders

RECRUITER John Williams seeks two London-based boffins for an international brokers he may not name. He promises to honour applicants' requests not to be identified to his client at this stage.

The recruits, both mathematicians, will build models to spot opportunities for "derivative" products based on equities. Candidates should have experience of building such models, and of research in the derivatives field.

Salaries £55,000-£80,000, plus bonus and big-company perks.

Inquiries to Russell, Williams and Associates, 43-45 St Mary's Rd, London W5 5RQ; tel 081-579 1082, fax 081-566 2024.

Michael Dixon

Rank	Specialism	Lower quartile Basic money salary reward £	Median Basic money salary reward £	Upper quartile Basic money salary reward £	Average Basic money salary reward £	% who got bonus or commission	Bonus etc as % of rewards average earnings	% with free fuel	% with 5-plus weeks holiday
Director	Sales & mktg	36,000	46,482	57,420	50,000	50.9	12.1	100	58
-do-	Finance	41,833	45,297	52,000	46,000	61.5	14.3	94	59
Head of function	Sales & mktg	27,500	28,600	33,500	30,500	59.6	13.7	100	54
-do-	Finance	31,500	33,000	38,200	34,200	55.0	9.2	92	45
Head of dept.	Sales & mktg	24,075	25,915	30,187	27,271	65.3	13.1	95	32
-do-	Finance	27,300	28,500	33,181	30,386	52.5	7.5	84	29
Section manager	Sales & mktg	18,700	21,200	23,500	21,100	63.5	12.3	88	28
-do-	Finance	22,500	24,250	28,500	25,400	51.7	6.6	7	25
Team leader	Sales & mktg	17,844	18,800	20,900	19,250	62.0	21.0	74	24
-do-	Finance	21,250	21,840	25,800	22,957	52.2	5.7	55	14
Senior rep	Sales & mktg	16,000	17,001	18,218	17,087	69.0	27.0	62	11
Senior staff	Finance	18,725	19,008	21,500	20,000	46.4	5.5	25	7
Representative	Sales & mktg	13,519	14,248	14,714	15,070	61.9	23.7	78	19
Staff	Finance	14,359	14,710	17,109	15,745	35.7	5.4	10	3

## Opportunities in Developing Country Finance

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The Developing Country Finance Division is looking to make further appointments as part of the team building process. Career and salary progression would be based on performance, as would any bonus earnings.

## Country Desk Officer - Mexico

Based in London and reporting to a Senior Executive with regional responsibilities including Mexico, he or she will be primarily responsible for promoting the Mexican activities of the Division. He/she will work closely with the Representative Office in Mexico to identify and structure fee earning transactions such as debt for equity swaps, debt buy-backs and securitised new money financings.

The successful candidate will be a graduate with solid understanding of financial statements and experience of Merchant Banking. Knowledge of the Mexican economy and the main local private and public sector entities would be an advantage. Fluent in Spanish, he/she will have an analytical mind and an enthusiastic, co-operative nature.

## Lawyer

We are looking for a numerate and commercially minded solicitor or barrister with about 3 years relevant PQE in an international bank or City firm to assist the head of the legal section with the review, preparation and negotiation of international corporate finance, banking and investment documentation.

The successful candidate will work closely with senior management in advising upon, negotiating and completing transactions undertaken by the Division.

Please reply in confidence enclosing a full c.v. to: Peter Llewellyn, Assistant Director, Personnel, at Chartered WestLB Limited, 33-36 Gracechurch Street, London, EC3V 0AX or telephone on 071 220 8547.

**Chartered WestLB Limited**

Chartered WestLB, the merchant banking arm of Standard Chartered and Westdeutsche Landesbank, is one of the leading houses in the secondary market for the debt of developing and other rescheduling countries. It has used its solid base in this market to develop a broad range of cross-border merchant banking services and products, particularly through its representative office network in North and South America.

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Fluency in English and Russian is essential. A good knowledge of another Eastern European language is a definite advantage. Age limit 45.

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Please write with CV to Box No A313 Financial Times, One Southwark Bridge, London SE1 9HL

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Leading US economics service is looking to recruit personnel for its London office to help develop a new international head and currency product. Candidates with relevant experience in European markets and good writing skills should apply in confidence to:  
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## Christmas Crackers?

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This is an excellent first move to gain responsibility in a credit role and exploit your full potential towards a marketing position.

Our client is a rapidly expanding international house with an urgent need for a confident individual who has gained at least two years' experience of analysing major European corporates within a banking environment.

The successful candidate will join a small team as assistant to a marketing officer covering parts of Europe and Scandinavia. You will be a numeric graduate, aged 23-26, with first class credit skills, supported by a formal credit training and an outgoing personality.

## Mergers &amp; Acquisitions

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This is a superb opportunity to further your career in international Mergers and Acquisitions with a prestigious UK Merchant Bank. Our client, a top name in the field, is specifically looking for two outstanding candidates to join the M&A side of their Corporate Finance division.

Working closely with a portfolio of clients you will be involved at all stages and in all aspects of the deal. You will be working in small teams of 2 or 3 developing takeover, merger and divestment proposals.

Aged 25-29, the successful candidates must have totally fluent Spanish or Italian. You will also have an excellent first degree and preferably an MBA, together with 2-4 years' analytical skills gained in an M&A environment.

For further details please contact Julie Byford or Anita Barker on (071) 353 0073 (day) or (071) 223 5141 (evenings and weekends) or send your cv in complete confidence to: 16-18 New Bridge Street, Blackfriars, London EC4V 6AU. Or fax (071) 353 3908.

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## 'Blue Chip' Merchant Bank

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Salary in excess of £40,000 with the usual banking benefits

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Probably aged between 35 and 45, you must be outgoing and self-motivated with a thorough knowledge of world

markets. You must be a team-player, willing to take a leading role in the development of the business.

This is, without doubt, an exceptional opportunity for an outstanding individual. Moreover, the successful candidate can be assured of security, stability and a complete commitment to the private client market.

For a strictly confidential discussion regarding this position, please telephone or write to John Field, quoting reference 1372, at FLA, 16 Old Bond Street, London, W1X 3DB. Tel: 071-491 3811.



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A major International Bank from the Far East invites applications for the key position of Chief Dealer of the Bank's treasury operations. The successful candidate will lead the treasury operations of the London branch while complementing the dealing activities of the Bank's Head Office and other overseas branches.

For this demanding position, the candidate will be expected to work independently within the established policies and guidelines of the Bank and to keep abreast of market developments and trends. The candidate should have been a Chief Dealer with an established financial institution for at least eight years with a proven track record of handling the entire spectrum of treasury operations. The candidate should be familiar with the operations of an international branch of a major overseas bank.

A university degree or other professional qualifications are desirable. For this senior position, maturity in thinking, a good sense of judgement and strong analytical skills are essential attributes.

Interested applicants should forward a detailed curriculum vitae including salary details and quoting reference LDW/CD to:

General Manager, Write to Box A314, Financial Times, One Southwark Bridge, London, SE1 9HL  
Applications will close on 5th December 1990

## Foreign Exchange

## CORPORATE FX SALES c£50,000 + Benefits

Our client is a major commercial bank, its London office has a large, successful dealing room active in all Treasury products - Forex and Derivatives (both long and short term). They have a well-established Corporate FX team which has a significant presence in the UK Commercial market. They now wish to expand the coverage of UK clients specifically in the Fund Management sector. Candidates sought should have approximately 3-4 years Corporate dealing/sales experience with a good track record of dealing with Fund Management clients.

## STRATEGIC FX TRADER

c£60 - £85,000 + Bonus

Our client is in the process of building up its trading presence in the London markets. They require an experienced and profitable strategic FX dealer to play a key role in the team. Candidates should have an entrepreneurial approach to risk taking and are likely to come from a high volume trading house.

**EXCHANGE**  
appointments

Fourth Floor, No. 1 Royal Exchange Avenue, London EC3V 3LT. Tel: 071-929 2383 Fax: 071-929 2805

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We seek a mature and profitable Spot Cable dealer for an international bank with a quality Foreign Exchange dealing operation. They have a medium sized dealing room at present with further expansion projected for the coming year. The current requirement is for a specialist Spot Cable dealer who will not only be a book runner, but will also take responsibility for developing the sterling section as a whole. Ideally candidates should be from a jobbing background.

## SPOT DMK TRADER

£35-£50,000 + Benefits

One of the major international banks requires an additional Spot dealer to take responsibility for the Spot DMK book. Trading at this bank is a combination of servicing Corporate orders and jobbing on a speculative basis. The candidate sought is likely to have 3-4 years consistent FX trading experience, and should be a polished individual as well as an accomplished trader.

For further information please contact Anthony Marshall or Veronica McPake on 071-929 2383.



# TOP OPPORTUNITIES

## SENIOR POSITIONS IN GENERAL MANAGEMENT

### advisory services manager emerging markets

The International Division establishes and carries out the group's policies and services internationally. As part of this process, research is conducted into opportunities arising from entering new international markets and developing new products.

In the emerging markets in the Southern Hemisphere and Eastern Europe, the financial infrastructure is recognized as a key factor in the development process. The efficient functioning of an internal financial sector, which collects savings, allocates credits, manages foreign currency flows and executes payments is given priority as a condition for the transition towards a market economy and particularly for the development of an efficient private sector. In addition, the management of national debt is a matter of primary concern.

Our recently created Financial and Consultancy Services unit (FACS), meets the consultancy needs of these markets. FACS concentrates the expertise we have built up as a world leader in LDC banking to provide advice - not necessarily coupled to transactions - for governments, banks, institutions and private sector clients. The FACS experts will be designing tailor-made solutions where standard instruments are not applicable. The principle objective is to provide impartial and objective advice, with a clear commitment to the client's interests.

The advisory services manager will be based in our Amsterdam headquarters. He or she will formulate project proposals - based on the Terms of Reference supplied by the client or on FACS' own analysis of the subject area - and monitor projects in motion. He or she will be a key figure

in a broad range of activities, such as bank organization and management, credit design and implementation, debt conversion and reduction, project financing, payment system development and trade finance.

The successful applicant for this post will display a thorough grasp of current political, economical and financial developments as well as wide experience in international banking. Preference will be given to candidates who are familiar with the practices of international financial institutions such as World Bank and the EC. The post requires an ability to understand the client's perspective in the most diverse circumstances, to communicate persuasively, and to present effective written presentations and reports (in English). Appropriate academic qualifications will be expected as a matter of course. The manager advisory services will be required to spend short periods abroad, in order to present and to supervise projects.

Please send your written applications to the NMB Bank (International Division), HD.02.05, P.O. Box 1800, 1000 BV Amsterdam, The Netherlands, to the attention of Mr. R.B. Beekes, Personnel Consultant.

For further information, you can contact Mr. E. de Smidt, telephone (31) (0)20 - 563 5378.

NMB Bank is part of the NMB Postbank Group, a Dutch institution offering a complete range of banking and financial services to personal and corporate customers.

In addition to its rapidly expanding international activities, the group presently provides its services to the majority of Dutch companies and to 6 million personal customers.

NMB Postbank Group employs 23,000 people over 400 offices in the Netherlands and 51 offices in 31 other countries.

**NMB BANK**

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Applications are invited for the newly-established Yorkshire Bank Chair of Marketing and Strategic Management in the School of Business and Economic Studies. The Chair is available within a series of new and replacement appointments, which include a number of lectureships, aimed at developing the School's areas of research and teaching excellence and providing the basis for growth over the next few years.

The field is open to candidates with experience in any aspect of marketing or strategic management. Candidates should have an established and successful record of research and have the academic and personal skills required to lead this subject group within the School, to stimulate research and publication, and to maximise the synergy potentially available within this large and multi-disciplinary school.

The salary will be within the professorial range.

Further particulars may be obtained from: The Registrar, The University of Leeds, Leeds LS2 9JT (tel 0532 335949 - direct line), quoting reference no 31/81.

Informal enquiries about the post may be made to Dr J A Charteris, Chairman of the School of Business and Economic Studies Tel: 0532 334500.

Applications (two copies), stating age, giving details of qualifications and experience, naming three referees and providing a statement on how, if successful, the applicant would envisage fulfilling the requirements of the post should reach the Registrar not later than 11 January 1991. Applicants from overseas may apply in the first instance by telefax (0532 335949) or facsimile (0532 336017 or 334123), naming three referees, preferably at least one in the United Kingdom.

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Norwich Union, still enjoying the profitable growth of the last few years, is a UK market leader and one of the top ten insurance and financial services groups in Europe.

Norwich Union Fund Managers Limited, member of IMRO and managing funds in excess of £20 billion, now seeks an economist with experience of world markets to join its research department. The post is in Norwich, a prime location within easy reach of the City.

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In addition to a good first degree in economics (or a related subject), you will have at least two years' relevant experience. A sound analytical training coupled with an enquiring mind, good communication skills and a high level of self-motivation are essential.

You will receive an excellent salary backed by a first class benefits package including performance related bonus and comprehensive relocation assistance where appropriate.

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If you measure up to the qualities highlighted in this advertisement, write now with full cv to:

John Munday  
Investment Personnel Manager  
Norwich Union Fund Managers Limited  
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Surrey Street, Norwich NR1 3UZ.

or ring John for an informal discussion on (0603) 682963.



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Les candidats intéressés sont priés d'envoyer leur CV à l'adresse indiquée ci-dessous. Pour toute information supplémentaire, veuillez contacter nos bureaux par téléphone (01 42 66 12 13). Nous vous remercions de garder un caractère confidentiel à votre égard.

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24 copies 5 shortlist

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#### THE QUALIFICATIONS

- Bright, highly numeric and analytical graduate, 25-35 years old, with possible further qualification in treasury, accounting, banking or MBA.
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Ideally a law graduate, or a qualified Chartered Secretary, you will need in-depth knowledge of all legislation relating to financial services, gained during at least 3 years' experience in the field of Unit Trusts or a relevant area such as Life Assurance. High level communication skills are essential.

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Applications are forwarded to our client, therefore companies in which you are not interested should be listed in your covering letter.

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Extensive worldwide travel will be required, as is fluency in written and spoken English. Any other languages would be an asset.

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Worldwide Coordination Center,  
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City

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The ideal candidate will have had a first class analytical training with a leading investment team, and up to 3 years' experience of equity analysis. This coverage may have been of a specific sector of a major market or of a geographical area, preferably Asian. More important than previous experience will be ability and potential, and an outstanding person who is not an analyst, but has a strong numerate/accounting training, will be considered.

The selection criteria will be exacting. Candidates must have written and verbal communications skills of the highest quality. The ability to assess stock value and propose investment strategies will be an essential addition to a rigorous evaluative approach to companies, sectors and markets. Probably aged in their mid 20's, he or she should combine intellectual vigour and creativity with maturity, enthusiasm and independence of mind. Development into a fund management role will be actively encouraged.

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Applicants should write, enclosing a full CV, to Maggie Henderson-Tew at the address below, or phone her on 071-287 2820, quoting reference Asia.

MANAGEMENT SELECTION

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To apply, please send your CV with current salary details to Christian Felderer, Manager - Captive and Financial Risk Management, Zurich Insurance Company, International Division, PO Box 8022, Zurich, Switzerland.

Zurich Insurance is committed to equality of opportunity. All applicants will be judged solely on their merits.

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We are still looking for risk analysts with experience in managing domestic and international treasury exposures. As you will be located in Frankfurt, fluency in German is a must.

Further details we would like to discuss in a personal conversation. Please send us your complete application file beforehand stating your actual income and earliest starting date possible.

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**Deutsche Bank**



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**Swiss Bank Corporation**



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City c. £40,000 + car + package

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HILL SAMUEL INVESTMENT MANAGEMENT GROUP  
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The firm has an extensive banking and finance practice that acts for leading national and international institutions. The firm provides a full range of legal services for credit providers and borrowers in connection with all forms of domestic and international financing. The practice in structured finance is expanding rapidly and provides excellent prospects for the right applicants.

Applicants should have a strong academic record and good drafting skills. Additionally, applicants should have the ability to meet clients' deadlines without reduction in the quality of the documents produced. Experienced structured finance lawyers, as well as lawyers with a proven track record in banking and finance generally are invited to apply. Practice development abilities would be an advantage, but the strongest skills must be in drafting.

Initial telephone enquiries should be made to:  
Sydney: Trevor Danos +61 2 258 6274, or  
Melbourne: Mark Breheny +61 3 608 9503.

Written applications only should be forwarded by facsimile or mail to:  
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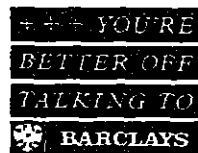
£ Negotiable

A number of vacancies have arisen within the Financial Engineering unit of Barclays Global Treasury Services division as a result of expansion and internal promotion. The section is one of the fastest moving areas within the bank as a whole and within the Treasury division in particular. Situated within the London dealing room, the unit is responsible for enhancing existing products and developing and structuring new products. The unit will form one of the core structuring and product development areas within the restructured Markets and Investment Banking division currently emerging from the reorganisation of Barclays' operations.

Candidates will be graduates with strong quantitative skills. The minimum is a first degree in a numerate subject, ideally supported by a second degree in an area such as mathematics, statistics or economics. Relevant experience within a financial environment is desirable though not essential.

The vacancies attract the usual banking fringe benefits. There are ample opportunities to progress further within the unit or within the Markets and Investment Banking area generally. Candidates should apply, enclosing a C.V. to:

MR. B. J. DAVIES  
HEAD OF FINANCIAL ENGINEERING,  
GLOBAL TREASURY SERVICES,  
BARCLAYS BANK PLC,  
MURRAY HOUSE, 1 ROYAL MINT COURT,  
LONDON EC2N 4HH.



## INVESTMENT ANALYSTS

The growing Investment Management Group of Storebrand International, A/S, the subsidiary of Norway's leading insurance company Storebrand A/S, has relocated to London and we are seeking to fill three key positions.

Each position offers an opportunity to become a member of a highly qualified management team, to play a role in investment policy decisions and to contribute to the development of our business.

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Areas to be covered by the individual analysts are:

- Far East**  
A minimum of 12 months' experience is needed, preferably with some involvement of Japan. A knowledge of specialised funds would be helpful.
- North America**  
A minimum of 12 months' experience is required, with the emphasis on the U.S. An interest in the CFA programme would be an advantage.
- Generalist**  
This could easily suit a recent graduate who is prepared to accept a floating role possibly involving Europe. A more qualified candidate would also be suitable.

Our commitment to the in-house analytical function will be reflected in the remuneration package.

Please send your C.V. with a covering letter stating the post(s) for which you wish to be considered, giving your day and evening telephone numbers and current salary to:

David Cumming, Director, Storebrand International Limited,  
36-38 Fenchurch Street, London, EC3M 3DG

We are an equal opportunities company; applications from women will be especially welcomed.



## FIXED INCOME RESEARCH/SALES

Due to an error in posting, the replies to the advertisement below have not reached their destination. The Financial Times apologises for this error. If you have previously responded to this advert, please write again in complete confidence to Box A298, Financial Times, One Southwark Bridge, London SE1 9HL.

### FIXED INCOME RESEARCH/SALES

We are the merchant banking arm of a European AAA bank with an established market niche and client base, currently expanding our International Fixed Income operation. Our requirement is for a first-class executive to join a small team of fixed income professionals. The ideal candidate will have 18-24 months' experience with a City institution and will quickly develop into a senior member of a highly commercial, research-driven, fixed income team which has a collegiate rather than a hierarchical profile.

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Remuneration will be commensurate with existing experience and thereafter will be performance-related.

Write Box No A298 Financial Times,  
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## BUTLER HARLOW UEDA

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Contrary to the general mood of the London Market, we are actively recruiting specialist multi-lingual individuals (male or female) with a demonstrable track record of success in Cross Currency Spot FX broking.

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The salary and benefits package is negotiable and will reflect the high expectation levels underlying the proposed appointments.

Applicants who meet the stringent standards should apply to Greg Ripley at Robert Half, Walter House, Bedford Street, 418 The Strand, London WC2R 0PT. Replies will then be forwarded to Butler Harlow Ueda.



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Jonathan Wren Executive

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Jonathan Wren Executive

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FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER



## ACCOUNTANCY COLUMN

# Million-dollar lawsuits plague US firms

By Pratap Chatterjee in Berkeley, California, and David Waller in London

LAST WEEK, the seventh largest accountancy firm in the US collapsed. This week, it emerged that Price Waterhouse is facing a \$2.4bn lawsuit in an Arizona court brought by Standard Chartered. The US profession is in a bad way, with litigation the biggest blight of the lot.

The headlines are certainly lurid. Earlier this year, Ernst & Young was sued for \$500m for its audit of Western Savings Association of Dallas, Texas. In 1987, Touche Ross was sued for \$300m over its audit of Beverly Hills Savings & Loan in California, and last year Deloitte Haskins & Sells was sued for \$250m for its audit of Sunrise Savings & Loan in Florida. Four months ago, Arthur Young was sued for \$250m for its audit of American Continental Corporation.

Next May, Price Waterhouse will have to appear before a court in Phoenix, Arizona, to defend itself against a lawsuit over its 1986 audit of United Bank of Arizona.

The action against PW was brought under an Arizona fraud statute that allows the plaintiff to receive treble damages if it wins. Unlike federal fraud laws, it requires only a single charge of fraud to be proved, instead of a pattern of abuse.

United Bank of Arizona was bought by Standard Chartered in 1987 when the State of Arizona allowed out-of-state banks to buy local banks. Standard Chartered paid \$335m, and less than a year later sold most of the bank to Citicorp. It realised a loss estimated at over \$100m. That was after the Arizona economy and prop-

erty market took a severe pounding, and several United loans went bad.

This is not the first time accountants have been sued under this type of legislation: last year, Laventhol & Horwath was sued under a federal fraud statute and found guilty. Last week Laventhol filed for bankruptcy. It was unable to meet debt obligations and pay damages for the numerous lawsuits the firm was facing over charges ranging from negli-

## Lawsuits bring bad publicity, absorb the time of senior partners — and they cost money

gent audit to fraud. Speculation is now rife that Laventhol is only the first firm to go under, and that others may follow.

Lawsuits bring bad publicity to the profession; they absorb senior partners' time; of course they cost money. But it would be a mistake to think that they cost quite as much money as is trumpeted abroad in the sensational headlines.

In most cases, the payouts are substantially less than the original claim. Moreover, generally, the payout is largely covered by professional indemnity insurance.

Precisely how much have American

firms paid out over the years? Hard estimates of damages paid out are hard to come by, but the figure on many accountants' lips is a total of \$250m in the 1980s.

That estimate is probably low. Certainly there has been an upsurge in litigation in 1990 and actual damage payments are likely to rise as a result. Laventhol & Horwath alone is reputed to have been obliged to pay out over \$50m this year. Price Waterhouse, for example, settled two large lawsuits in Canada recently over the audits of National Business Systems and Calgroup Graphics. The first suit claimed \$100m in damages while the second was for a \$40m mistake. The firm refuses to say how much it had to pay out.

Then federal regulators won a claim of \$140m this year against Touche Ross and Frank B. Hall, the insurance company, over the audit of Union Indemnity Insurance. While Frank B. Hall paid out \$48m, the accountants are still contesting the claim.

US firms are insured against malpractice suits through one of five schemes. Two of them are run by the American Institute of Certified Public Accountants (AICPA) for small and medium-sized firms respectively. Small Californian firms also have the option of getting insurance coverage from the California Accountants Mutual Insurance Company (Camico) and a few medium-sized firms use a private scheme called CPA Mutual.

The fifth scheme is run by five of the Big Six that jointly own an off-shore captive mutual insurance com-

pany. While the firms refused to divulge the precise terms of their coverage, the general counsel for one of them agreed that a ceiling of \$200m would be a good estimate, with the first \$5m of any claim borne by the firm.

One insurance broker said that the scheme has run into some trouble this year due to the fact that one of its re-insurers, the London firm of Weavers had to withdraw from the

## If firms are forced to seek bankruptcy, individual partners and professionals could be hard hit

scheme because it was put into administration.

There is a growing availability of insurance capacity in this market, which will allow the AICPA to cut its premiums by 20 per cent next year while the Californians expected to follow suit soon. Neither of them, however, expects the reduction in rates to continue.

Mr Bill Tamulinas, the AICPA general counsel, says that the market will harden in the next five to ten years, while Mr John Dodsworth, president of Camico, says that it will happen in two. Mr Tamulinas adds that this might be quite severe, if previous

experience is anything to go by. "In 1985 our maximum coverage plummeted from \$20m to \$1m and it's taken five years for us to raise it back up to \$5m," he said.

Mr Dodsworth says that the 10,000 professionals covered by the CAMICO scheme attracted some 200 lawsuits last year and paid out \$14m in damages. He says the Big Six employ many more professionals than are covered by his entire scheme, and they do both riskier and bigger jobs.

If many of the current rash of lawsuits against accountancy firms succeed and firms are forced to seek bankruptcy, individual partners and professionals might be hard hit.

As professionals, they are jointly and severally liable for unlimited damages. Lawyers can get individual coverage, but accountants can get coverage only through their firm.

Laventhol's partners are already worried that that means that they will be liable to the extent of their personal fortunes: there are some 100 lawsuits pending against the firm. Two Laventhol accountants had to sell their houses recently when their firm asked them to return loans. Bankruptcy lawyers predict that at least a few will face personal bankruptcy.

In an attempt to bring some relief to the profession, the AICPA has taken steps to allow firms to incorporate, thus allowing partners to limit their personal liability. AICPA members will vote on this next April.

## FINANCE AND ADMINISTRATION MANAGER

### Tea Plantation Management Tanganyika

The Tanganyika Tea Company (TANWAT) is a large agro-industrial concern based in the southern highlands of Tanzania producing a range of products such as tea, wattle extract, sawn timber, wheat, seed maize and livestock. CDC manages the project and has an 84% financial stake.

Work has commenced on the development of a 1000 Ha tea estate, utilising up to date planting, irrigation and plucking systems. The project will operate autonomously, but within the overall strategic plans of TANWAT.

We are now seeking a well motivated and cost-conscious finance professional to help ensure the success of this new venture.

Initially, you will be closely involved in the establishment of computerised general ledger, tea costing, and revenue systems allied to the overall administration and contract systems essential to the running of the project.

As a qualified accountant you should have at least 10 years experience, of which 2 should have been associated with tea or plantation accounting. Obviously practical computer experience (using Omnicron or Lotus 123) and the ability to establish efficient administration systems will hold you in good stead.

We are offering an excellent expatriate package which will include leave air ticketing, dependant schooling, health care etc.

To apply please write enclosing a comprehensive CV quoting serial number 2290 to:

**CDC**  
Valerie Latham, Personnel  
Executive, Commonwealth  
Development Corporation,  
One Beaufort Square,  
London W1W 7L.

## ACCOUNTANCY APPOINTMENTS

## HOME COUNTIES

TO £60,000 + CAR + SUBSTANTIAL EXECUTIVE BENEFITS

## Financial Director

This is an influential appointment to the top management team of a substantial multi-site division of a major British multinational. Operating at the leading edge of technology the organisation is undergoing a process of rapid change in its structure and scope of operations. Through technical innovation, product performance and reliability, the division is recognised as a market leader and prime supplier worldwide.

With full accountability for optimising the financial management and disciplines of complex and diverse operations, you will be expected to play a key role in driving forward commercial performance and in managing the planning process. Initial objectives will include the advancement of accounting and financial management systems necessary to secure the information to control and plan the success of the organisation.

Applicants must be result- and profit-orientated individuals with well developed commercial acumen, in addition to sound financial and technical skills. You are likely to be a graduate qualified accountant, probably in the age range 35-45, with an impressive record of achievement gained within a substantial and well regarded organisation. A sound knowledge of modern integrated management information systems is essential. An enthusiast with drive and initiative, credible at the most senior level, you must demonstrate a strong management aptitude and the personal style to inspire others.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing Limited, 9 Greyfriars Road, Reading RG1 1JG, quoting reference A8831 on both envelope and letter.

Coopers & Lybrand  
Deloitte Executive Resourcing

## Group Financial Controller

## Bucks

Our client is a large and prestigious UK based financial services organisation specialising in the life and pensions markets. It has achieved rapid and profitable growth ahead of its competition and now ranks amongst the top five in the sector with new premium income of over £600m last year. It is presently actively seeking to expand its operations into Europe.

A new position, reporting to the head of finance and with a staff of 35, you will be responsible for all statutory and management accounting at both group and subsidiary levels, both in the UK and overseas. In particular you will lead in the continued development of a strong management reporting and control function, requiring you to establish a close interface at senior levels across the businesses.

A qualified accountant, probably in your 30's, you will

c. £45,000 + car + financial sector benefits

need excellent accounting, systems and management experience either developed within a professionally run services organisation or possibly straight from the profession. Above all you must be intellectually able, have good communications skills, and the initiative and maturity to develop your function in line with business needs.

This is an excellent opportunity to join an expanding organisation in a key role at a critical stage in its development. In return you are offered an excellent salary and benefits package commensurate with the seniority of the position and its importance to the organisation.

Please reply in confidence quoting reference 50284, to Sarah Orwin, adviser to our client, giving concise career, salary and personal details at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

**Ernst & Young**

## Managing Consultant Financial Management

Southampton  
up to £60,000 plus car

Our management consultancy practice in Southampton has a first class reputation for the quality of its services to leading client organisations throughout Central Southern England. We are now seeking an experienced consultancy manager to report directly to our financial management consultancy partner in helping him to achieve ambitious plans for further growth.

Your responsibilities will include generating consultancy assignments, managing them through to successful completion, recruiting further high quality members of the team and guiding them in their own consulting development.

Aged 30 to 40, a qualified accountant with a sound academic background, you must have at least three years consultancy experience gained in a major firm. Your specialist skills will cover areas such as financial analysis, business planning, advanced costing, overhead cost

management and financial reporting systems. You will also have excellent communication skills allied to a high level of technical capability.

If you can combine these attributes with the self-confidence and initiative required to take increasing responsibility for developing the function, we can offer you an outstanding opportunity to develop your consultancy career. Advancement opportunities are based entirely on merit and could be local, national or international.

Starting salary is negotiable and comprehensive benefits are available, including relocation assistance where appropriate.

If you would like to be part of our continued success please forward a comprehensive cv quoting reference MGS/571 to Sue McAllister, Price Waterhouse Management Consultants, Livery House, 169 Edmund Street, Birmingham B3 2JB.

**Price Waterhouse**

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Willing to travel and also consider para financial opportunities

Write Box No: A316 Financial Times,  
One Southwark Bridge, London SE1 9HL

## Group Treasurer

Hemel Hempstead

c£40,000 + Benefits

Crosfield Electronics Ltd is one of the leading worldwide suppliers of computer-based pre-press equipment to the rapidly growing graphic design, printing and communication industries. Owned jointly by Du Pont and Fuji, turnover is around £240m from 26 locations in 14 currencies.

Reporting to the Finance Director, with one assistant, the Group Treasurer will play a leading part in the maximisation of cash generation by ensuring that effective procedures and mechanisms are in place and that a 'cash conscious' attitude exists around the Group. This newly created role is wide ranging and will have particular emphasis on transfer pricing as well as funding responsibility for the Group's in-house leasing operation. Some European travel is envisaged.

Probably aged mid thirties, candidates will be graduates with strong interpersonal skills and several years commercial treasury experience preferably gained in a substantial capital

equipment manufacturer. Leasing experience and exposure to European financial institutions will be advantageous. The salary offered will be negotiable for the right candidate and the competitive benefits package will include relocation where appropriate.

Interested applicants should write enclosing CV and daytime telephone number, quoting Ref 474 to Nigel Bates, FCA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG

**Whitehead Rice**

## Financial Controller & Co Secretary

## Croydon

The company is an international leader in the manufacturing and marketing of quality office consumables. The turn-over is currently in excess of £6m, of which a sizeable portion is exported worldwide.

The position of Financial Controller & Company Secretary is critical to the future growth of the business. The successful candidate will be a key member of the senior management team and will report directly to the Managing Director. The position will have prime responsibilities for: establishing and maintaining effective and efficient accounting procedures; preparing all management and statutory accounts; effectively managing cash and forecasting cash requirements; advising management on strategic and operational financial matters; and managing the MIS and computer system.

The qualifications required include: qualified accountant with sound financial and commercial acumen; experience in the manufacturing industry; a knowledge of computerised job costing; plus a mature disposition and innovative approach to problem solving. Fluency in other major European languages would be desirable.

If you believe you have the interest and qualifications to meet this exciting opportunity, please send your CV and a covering letter (including day-time telephone number), quoting ref: FT153 to: J. David Preston, Management Consultancy Division, Robson Rhodes, 186 City Road, London EC1V 2NU.

**ROBSON RHODES**

Chartered Accountants



## TOYOTA

### "Creating the Future Together"

Derby

c £33,000 + 2 Lease Cars + Benefits

Toyota Motor Corporation is building a new car plant in Derbyshire at Burnaston, and an engine plant in Chwyd, further continuing the dynamic growth the Group has experienced since it commenced production in 1937. As one of the world's motor vehicle giants, Toyota is now producing vehicles in 21 countries outside Japan.

To facilitate this expansion, the Company now seeks to recruit two senior financial executives who will be responsible for the creation and subsequent development of a sophisticated finance function.

#### Management Accounting Manager

Responsibility for:

- Cost management/performance enhancement.
- Budgetary control.
- Capital expenditure.
- Cost accounting.
- Accounts payable.
- Interpretation/analysis of monthly management information.
- Development of management information systems.

(Please quote reference AH 101).

#### Financial Accounting Manager

Responsibility for:

- Financial and Statutory Accounts.
- Tax (including VAT, Car Tax and Custom duties).
- Fixed asset control.
- Cash management.
- Insurance.
- Development of management information systems.

(Please quote reference AH 102).

Ideally aged 30 to 40, you will be qualified (probably ACMA/ACA). Industrial experience, preferably in the auto industry, will be an advantage. Interested applicants should write with full CV to Adrian Hitchener, Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Glasgow & Worldwide

## Deputy Group Finance Director

Middlesex

c£50,000

Our client, a fully-listed international project and facilities management Group has achieved compound growth in excess of 20% over the last 10 years. Annual revenues are currently £60 million and, within this fast developing market are expected to exceed £100 million within two years.

A high-calibre financial executive is now sought to take over many of the existing responsibilities of the Group Finance Director with a view to succession within three years. There is a heavy Group-wide commercial content to the role, with involvement in the structuring and negotiation of new contracts and leading marketing initiatives. In addition you will continue the strong emphasis on planning and forecasting, initiate systems developments and control the Group's finance and reporting function.

Likely to be aged 35-40 and a qualified accountant with a strong technical skill base, you will have demonstrated a progressive

track record of achievement in industry, consultancy or the City. Experience of financial appraisal of large projects would be a distinct advantage. Personal attributes must include self-confidence and strong interpersonal skills, enthusiasm, flexibility and boardroom credibility.

Please write enclosing a comprehensive CV with daytime phone number, quoting Ref 477 to:  
Barry Ollier BA ACA, Whitehead Rice Ltd,  
43 Welbeck Street, London W1M 7PC.  
Tel: 071-637 8736

*Whitehead Rice*

MANAGEMENT SELECTION

## Finance Director

Kent

c£50,000 + Car

Our client is a rapidly growing, £30m turnover, multi-site distribution subsidiary of a major international group. Operating at the forefront of its industry, the company has aggressive plans for organic and acquisitive expansion, both in the UK and in Europe.

A Finance Director is required, to establish stringent financial control and reporting procedures, which will be sufficiently flexible to meet the demands of a fast moving, high growth environment, but rigid enough to ensure rapid and accurate information flows. As a member of the senior management team, the successful applicant must be fully capable of contributing to the formulation and execution of total business strategy.

Candidates, aged 38-45, should be qualified accountants and seasoned operational managers, experienced at senior level in a multi-site business and able to demonstrate a thorough grounding in large company financial disciplines. Personal maturity, strong communication skills and a pragmatic approach to business problem solving are essential qualities.

Full relocation facilities are available where appropriate and interested applicants should send a comprehensive curriculum vitae quoting reference 2636, to Alan Dickinson ACMA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 6SL. Tel: 071-831 2000.



Michael Page Finance

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## Financial Accounting Manager

Holborn



c£37,000  
to £40,000

The Imperial Cancer Research Fund is a registered charity engaged in research into the causes, prevention, treatment and cure of cancer. An income of c.£50m in 1990 from legacies, investments and over 400 shops was expended primarily on research by 1500 scientists in 20 UK locations. The Fund is expanding with many exciting projects in process.

Reporting to the Head of Finance, the opportunity is to contribute to the Fund's aims by effectively managing the busy financial accounting functions, including payables, payroll and banking systems, with 20 staff in total. This is a broad role. The right individual will be a key contributor to strategic developments as well as liaising with the Charities Tax Reform Group and external bodies such as banks, investment managers, tax authorities and insurance brokers.

The position calls for an appropriately experienced, qualified accountant, technically strong on accounting principles and VAT. Requirements include experience of computerised accounting systems and use of micro computer software. Age 30 to 45, you will be well organised with a strategic commercial outlook and an outgoing personality.

The prospects for development and career advancement are good. Rewards include salary, a good contributory pension scheme and six weeks holiday.

Please write, in confidence, giving full details of education, qualifications, career and salary plus a daytime telephone number and quoting reference 1650 to Barbara Robertson MA MIMC.



BDO Consulting  
20 Old Bailey London EC4M 7BH

## Senior Systems Accountant

South Herts

to £35,000 + Mortgage Subsidy + Car

We have been retained by one of the world's largest and strongest financial services Groups. This blue chip organisation employs in excess of 30,000 people in over 30 countries and is widely regarded as a major innovator in the areas of life assurance, pensions, general insurance, investment management, unit trusts and reinsurance.

As a result of the continued growth and increased sophistication of their business, our client is seeking to appoint a Senior Systems Accountant for their general insurance division. Managing a small team of Systems Accountants, the successful candidate will support from a financial perspective, the development and control of the business and financial systems of the division. Emphasis will be placed on planning, implementing and monitoring long and short term solutions which satisfy the financial system control requirements of the Group. Inevitably this will involve extensive liaison with specialist systems staff and exposure to senior

operational and financial managers, where the ability to define and communicate solutions is as important as the will to follow them through.

The successful candidate will be a qualified accountant with a strong systems background. With a minimum of three years' post-qualification experience the individual will have gained extensive exposure to mainframe systems ideally within an insurance environment. Equally important are the personal qualities which must include a pragmatic approach, organisational ability and judgement coupled with the communication skills and tact to operate effectively in a complex and sometimes sensitive environment. In return, the Company offers generous remuneration and excellent opportunities for career development.

For further information, please write enclosing a full c.v. to David Head, Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
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## Financial Controller

Career development role - multi-site, fresh food business

West Yorkshire

To \$35,000 + car

Our client, a \$multi-million autonomous subsidiary of a major British plc, produces and markets a range of high quality, fresh food products. Their very successful policy of organic expansion and acquisition has created a stimulating environment; offering able managers significant challenge and career development opportunities.

As number two to the Finance Director you will control a head office staff of about 20, and will have a strong functional line to accounting staff in the individual business units. Your role will be wide ranging - including responsibility for all financial and management accounting procedures, and for future accounting systems development. Working closely with your line management colleagues, you will also

participate fully in capital project evaluations and in acquisition appraisals.

Probably in your 30's, you must be a qualified accountant with a minimum of five years' experience in a profit-accountable volume manufacturing or retailing environment. A working knowledge of current computerised accounting systems is essential.

Salary for discussion as indicated and career prospects are excellent. The comprehensive benefits package will include generous relocation assistance in appropriate cases.

Please write - in confidence - with full details. Neil McLaughlin, Ref. 65070, MSL International (UK) Limited, Ebor Court, Westgate, Leeds, LS1 4ND.

MSL International

## Assistant Company Secretary

Circa £30,000

Manchester

Our client, Courtaulds Textiles plc, is one of Europe's leading textile companies and also has a significant presence in the US. Led by a young management team, it successfully balances strong financial control with a lack of bureaucracy; making it an organisation in which lively-minded professionals thrive.

You will have the opportunity to influence the direction of the company through fresh ideas and positive action. Probably a graduate, you will be a qualified Chartered Secretary, now in your early 30s, with an impressive career background in a public company and preferably a good understanding of intellectual property matters. Clearly, a highly capable business

administrator, you should be skilled in the cost-effective management of external services. Part of your success, at least, will be due to the way you combine energy, drive and intellectual ability - including a hands-on approach to tasks when necessary - with sensitive handling of people.

There are excellent opportunities for you to progress your career and the salary is augmented by a valuable package of benefits.

Interested applicants should send a comprehensive curriculum vitae to Martyn Smith,

Michael Page Finance,  
Clarendon House,  
81 Mosley Street,  
Manchester M2 3LQ.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Glasgow & Worldwide



## GROUP FINANCIAL CONTROLLER

### Financial Services North-West c.£75,000 + car + benefits

This is the senior finance post within a well known UK financial services group. Working closely with the Chief Executive, it offers the opportunity to make a major impact on the financial and strategic management of the business, both at the centre and across the subsidiaries.

The wide ranging nature of the brief includes responsibility for management and financial accounts, consolidations, cash flow and taxation matters. Priority tasks include improvements to budgetary controls and to forecasting procedures throughout the group.

together with subsequent analysis and interpretation to maximise business efficiencies and effectiveness.

The ideal candidate probably in the 35-45 age range, will be a qualified accountant with a successful record at senior management level in the service sector. He or she will now be looking for the chance to make a significant impact in a key senior management role which provides career prospects to Main Board level. Salary is negotiable around £75,000 plus generous benefits package and assistance with relocation to a very appealing north western base.

To apply please send full career details, together with current salary, to: John Todd, ref: 4703/JT/FT, PA Consulting Group, Fountain Court, 68 Fountain Street, Manchester M2 2FE, or telephone his secretary for an application form on 061-236 4531.

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EAST MIDLANDS

UP TO £40,000 + CAR

## Group Chief Accountant

This £60 million turnover group has an exceptional record of achieving rapid and sustained profitable growth. Leadership of not just one but a number of their business sectors has been gained in competitive and service critical markets. Key factors have been imaginative and focused marketing, product and service excellence and decisive, bottom-line motivated management.

You can now join this success story of a time of accounting and systems change in a high profile position. Your early priority will be to review management reporting with ongoing responsibilities to include statutory accounting, monthly reporting, cashflow management and financial reporting to the

parent group. There is an international dimension plus involvement in joint ventures and acquisitions.

As a qualified Chartered Accountant, you must be technically strong, with a pronounced hands-on style. Your experience should have been gained in substantial, fast moving businesses whilst the ability to quickly absorb and adapt to the group culture is essential.

Please send full personal and career details, including current remuneration level and daytime telephone number, to David Owens, Coopers & Lybrand Deloitte Executive Resourcing Ltd, Cumberland House, 35 Park Row, Nottingham, NG1 6GR, quoting reference D369.

**Coopers & Lybrand Deloitte** Executive Resourcing

## GROUP FINANCIAL CONTROLLER

North East London to £33,000 + car + benefits

Our Client is a successful and expansion orientated group of companies manufacturing and distributing food products, and with a current turnover in excess of £20 million.

This appointment requires a qualified and energetic person, possessing good EDP knowledge and strong organisational abilities, who will relish the opportunity to work in a dynamic environment. Reporting to the Managing Director this will be a key appointment and will play a full part in the continuing development of the Group.

The remuneration package includes a company car, non contributory pension scheme and the opportunity for future career development.

Candidates interested in this challenging opportunity should write enclosing a current cv, quoting ref FT/285 to Brian Withers.

**Withers Diamond & Wood Brigdale Ltd.**

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071 873 3607

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071 873 3460

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071 873 3199

## FINANCIAL CONTROLLER

### Construction Industry

London

to £37,000 + car

Our client is the UK subsidiary of a well-known and respected Group in the construction industry with a fine reputation in construction and related activities. The business has grown rapidly in recent years, and plans to continue to do so both organically and by acquisition in the future. As part of a restructuring of management the UK Company now seeks a Financial Controller.

Reporting to the Finance Director, the Controller will have wide responsibilities for controlling all aspects of the accounting and financial management of the Company, reviewing accounting strategies and master-minding the replacement and upgrading of

integrated computer based systems. Reporting procedures, treasury management and tax planning will be equally significant aspects of the Controller's responsibility.

Candidates, qualified accountants with managerial experience and, preferably, some familiarity with the construction industry, must be excellent communicators with strong commercial flair. They will need to have considerable confidence and the potential to develop the role significantly in a group with outstanding growth prospects.

Please write in confidence with full career and salary details, quoting reference 9857, to John Hills.

**KPMG**

**Peat Marwick Selection & Search**

70 Fleet Street, London EC4Y 1EU

## FINANCE MANAGER

Greater  
Manchester

c. £30,000 package  
plus car, benefits

Principal Division of £150m turnover Plc, with excellent reputation for product quality and performance, is initiating radical changes in marketing and manufacturing to compete aggressively in an international marketplace. Strategic business unit in new purpose-built premises requires experienced finance professional to complement management team, establish reliable product cost data and develop functional accountability.

### The Role

- Provide strong leadership within finance function, ensuring prompt, meaningful information to local executive and Group.
- Spearhead design and implementation of new activity-based reporting system.
- Introduce and operate stringent performance criteria across all disciplines.
- Report to Operations Director; functional link to Divisional Finance Director.

### The Qualifications

- Graduate-calibre qualified accountant, preferably ACMA. Unlikely to be under age 28.
- Sound experience in manufacturing, preferably with engineering bias.
- Extensive awareness of systems applications and their contribution to profitability.
- Confident, Communicative, Self-disciplined.

Please reply in writing, enclosing full c.v. Ref: M465.

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Spring Gardens  
Manchester  
M2 1EA  
Tel: 061-834 0618  
Fax: 061-832 9123

WEST LONDON £30,000 + car

### Chief Accountant

Reorganisation at a well-established consumer products manufacturing multinational (UK turnover c£40 million) has created an opportunity for a qualified Accountant seeking greater control and a fresh challenge. This demanding role involves reporting to the Financial Director and participating directly in the preparation of monthly financial accounts, systems enhancements and subsidiaries consolidations in a changing manufacturing environment. Also be responsible for the company secretarial functions and supervise a small number of staff. An initial project will be the further development of po-based reporting systems to enhance significantly the quality of the monthly accounts package. Ref: PQE 3010A2.

Contact the PQE Specialist advising on this appointment on 0753 76677 or the Manager at 38 Station Road, Hayes UB8 3PH 081-569 2919 Next to Allied Carpets

SW1

£30,000

### Trading Accountant

This major European organisation has recently transferred its crude oil acquisition and trading activities to London. It requires someone to assume responsibility for the co-ordination of the accounting and administrative functions, reporting to German management. The core emphasis of its operation is involved in the futures markets, i.e. hedging and trading; you will also supervise the accurate recording and accounting of these areas. Supervising ten accounting staff, the position also carries responsibility for the preparation of local financial reports, risk management reports and pricing calculations. The environment is highly computerised (using Lotus 1-2-3) and also demanding in terms of the achievement of objectives. Ref: 64131

Contact the PQE Specialist advising on this appointment at 76 Cannon Street, EC4 071-488 9997 Next to BR Station

### CLIENTS!

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Phone our PQE Specialists on 071-489 9997  
(24 hour answering service)

### REED...

accountancy

## PRODUCT ACCOUNTING AND ANALYSIS Leading Derivatives Player

Excellent remuneration package

Our client is the merchant banking arm of a major international bank. Rapid expansion, particularly in derivative products, has created the need to recruit an accountant to join the trading support team.

Reporting to the Financial Controller, you will be responsible for accounting, risk analysis and management reporting for swaps, options, futures and other derivatives. You will have extensive contact with the traders and will liaise with senior management, systems specialists and settlements staff. As the

role develops you will have the opportunity to specialise in new products and build a team of staff.

A graduate aged 25-35, you will have a sharp analytical brain, a high level of numeracy, an understanding of derivatives and good accounting skills. The successful candidate will exhibit a flexible 'shirt sleeves' approach and be able to contribute significantly within a results orientated environment. Remuneration will be flexible, depending on experience, but salary should not be a limiting factor.

Interested candidates should contact Suzie Mummé on 071 248 3653 (081 673 2549 evenings/weekends) or write, sending a detailed CV to the address below or use our confidential fax line on 071 248 2814. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ

**BBM**

Tel: 071-248 3653 Fax: 071-248 2814

ASSOCIATES

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## GROUP TREASURER

Rural Midlands (1 hour from London) c£45,000 plus Car

An expanding supplier of products and materials largely for the construction industry and with extensive interests in Europe and North America plans to develop their treasury operations further by appointing a Group Treasurer.

Reporting to the Group Finance Director, this demanding position will be part of a small, tightly managed head office team, and you will take immediate responsibility for developing all Group treasury matters including systems and banking relationships. The Group's UK bankers are based in London and the Treasurer will be expected to deal with overseas banks and subsidiaries.

The position calls for a highly experienced treasurer, who is perhaps a current number two seeking the coveted top position and will probably be aged between 33 and 40. It is likely that the successful applicant will be a graduate qualified accountant (or MBA) and will probably be a member of the Association of Corporate Treasurers.

Experience of a multinational environment is considered essential as is the ability to communicate effectively, both externally and internally. A working knowledge of a European language would be a major advantage.

The remuneration package includes a fully expensed car, contributory pension scheme and profit related incentive scheme. Initial interviews can be conducted in London or the Midlands and assistance with relocation expenditure is available.

Interested applicants are invited to send a comprehensive curriculum vitae, including details of current remuneration, and a daytime telephone number, quoting reference 176, to Andrew Sales FCCA:

**Kidsons Impey Search & Selection Ltd, 29 Pall Mall**  
London SW1Y 5LP Tel: 071-321 0336 Fax: 071-976 1116  
A Member of International Search Group

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## REGIONAL FINANCIAL CONTROLLERS

Financial Services Commercial Role  
Birmingham Bristol Leeds £23-30,000 + Car

Our Client is a highly successful subsidiary of a £3 billion turnover international business services Group. It operates through a network of UK offices and is regarded as a leading force both in the UK and International markets. Having undergone a major structural review, it is now poised to achieve significant profit growth in the short and medium term.

As a result of this review, they wish to appoint a Regional Controller to both strengthen local financial management and provide general support to the local Managing Director. A principal part of the responsibilities will be to oversee the installation and further development of a networked UK accounting system. This will be a high profile position giving exposure to a wide range of business issues.

The successful candidates will ideally be qualified accountants (ACA/CIMA) with a minimum of 3 years' post qualification experience in commerce. This will have been gained within an operating company environment, preferably in a multi-site service organisation. Non-qualified candidates with significant, relevant experience will also be considered.

Due to the nature of this role, verbal and written communication skills are of the utmost importance as are diplomacy and commercial acumen. These roles represent an outstanding opportunity for resourceful, business-orientated Accountants to join a dynamic and prestigious Group at a critical time in its development. Remuneration packages will reflect age, experience and local conditions whilst prospects for the future are excellent.

Interested candidates should contact Charles Macleod, Manager, Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone 071-836 3545, or evenings on 081-946 9078. Alternatively, fax your details on 071-836 4942.

Interviews will be conducted locally.



## GROUP FINANCIAL CONTROLLER

West Midlands

Triplex Lloyd plc is an industrial engineering group, serving the automotive, power, construction and electrical engineering markets of Europe and North America.

The position of Group Financial Controller has arisen because the previous incumbent has recently been promoted to become Vice-President Finance of the Group's North American operations. This is a special opportunity for an individual to play an important role within the Group's small head office team. This team is a part of a lively, innovative and highly successful organisation. This dynamism is reflected in the Group's recent growth. Annual turnover has increased from £27 million in 1983 to around £200 million at present, and over the last six years the company has moved from a loss of £12.5 million to a profit before tax of over £12 million in 1990.

Reporting directly to the Group Finance Director, the main responsibilities include supervision of the Group's management and statutory accounting activities, preparation of Group budgets, cash flows and forecasts, and ensuring Group wide compliance with the Group's accounting policies.

This demanding senior post requires a professionally competent individual with exceptional personal qualities. Candidates will ideally have gained previous industrial experience in a head office environment and be a Chartered Accountant. Personal commitment, reliable and accurate reporting skills and strong analytical abilities are essential for success in this role.

We offer an excellent remuneration package including competitive salary, annual bonus scheme and good pension plan with life insurance, contributory health insurance and fully expensed executive car.

To apply, please write with full curriculum vitae to:

J R Foley, Group Finance Director  
Triplex Lloyd plc  
Cranford House, Cranford Street  
Smethwick, Wulley  
West Midlands B66 2RJ



## DIVISIONAL ACCOUNTANT SALARY £25,000 PA + CAR + BENEFITS

ISS International Service System is the world's largest cleaning, security and related services Company. The Company is renowned for its commitment to quality and the development of its Human Resources.

The Group has enjoyed rapid growth which led to the formation of a European Division in 1989 with responsibility for the management of the Group's non-Scandinavian service companies in Europe, and also Latin America. The Division has revenues in excess of £250 million and is set to exploit the huge growth potential in Europe in the 1990s.

The Divisional Headquarters based in West London now requires an Accountant to contribute to the development of the financial control of the companies within the Division.

Reporting to the Divisional Finance Director, the successful candidate in this new position will be a qualified accountant aged 25 to 30, possibly with an MBA. He or she will have experience in financial control, consolidations, analysis and systems.

Work experience in a service-based environment would be helpful and the candidate will be fluent in German and/or French.

Applications should be made in writing (enclosing CV) to:  
ISS Europe Ltd., 44-50 Bath Road, Hounslow, Middlesex TW3 3EB, marked "DA"  
No Agencies please.



## FINANCIAL MANAGER (DIRECTOR DESIGNATE)

Somerset to £28,000

Our client was established in 1978 and is a growing and successful designer and importer of quality international furniture, accessories and gifts. Based in attractive rural Somerset, the company is privately owned and market leader in its field. They now require a commercial and progressive self starting Financial Manager to support the Managing Director in improving management controls and developing the business profitably.

Key responsibilities will include:

- Introduction of improved management information systems
- Total control of all finance and computer operations
- As part of the top team, involvement in business development in both the UK and Europe.

Candidates should be mature qualified accountants unlikely to be aged less than 35 with good communication and interpersonal skills who can demonstrate practical hands-on experience in a distribution environment, a good working knowledge of computer systems, and of having contributed effectively to the commercial needs of a growing, entrepreneurial business.

An attractive remuneration package including car, will be negotiated which will reflect the importance of this long term position.

Please reply enclosing full details to  
David Robshaw - Gimlet Management Consultants - Oakfield House - Oakfield Grove,  
Clifton - Bristol BS8 2BN

# MATCH YOUR HIGH SPECIFICATION TO OURS

## MANAGER - FINANCIAL REPORTING £40K + CAR

At Mercury Communications, we provide a state of the art communications service to business and private users, with the only fully digital public telecomms network in the UK. Operating with the full backing of the multinational Cable & Wireless Group, we are firmly committed to the application of the latest technologies to telecomms problems.

We're currently looking for a Financial Reporting Manager to be based in our Bletchley office. Reporting to the Chief Accountant, your role will be to control and monitor the financial processes/accounts underlying the reporting of the Mercury network financial results in order to meet both monthly/quarterly and statutory requirements.

A fully qualified accountant, you'll have extensive man-management experience at a senior level, with previous responsibility for highly motivated, qualified staff and a large team of at least 40 personnel. Preferably from a blue chip company, you'll be comfortable working to tight deadlines in a demanding, fast moving environment, with a total quality culture.

In addition to a highly competitive salary of up to £40,000, your generous remuneration package includes company car, BUPA, pension scheme and 25 days leave. You will also benefit from opportunities to develop your career within our competitive growth environment.

Please send career details,

quoting ref. BL/11/1, to:

Clare Tarr, Personnel Department,  
Mercury Communications Ltd,  
Dunedin House, 3-4 Auckland Park,  
Mount Farm, Bletchley,  
Milton Keynes.  
Tel: 0908 366699.



POWERED BY PEOPLE

## CORPORATE FINANCE EXECUTIVE

Central London

£35,000-£45,000 + Car + Benefits

### Retail

Recognised as one of the leading and most exciting names within the highly competitive retail sector, this international group couples an impressive level of market development with commitment to premium and innovative brand image.

With a strong domestic presence and an outstanding reputation in its diverse operations it is poised to develop a wider strategy both in the US and Europe.

This position presents a first rate opportunity to play a key role in:

- development of the Group's strategy for Europe
- evaluation of existing business
- the proposal of financing alternatives to fund strategies
- investor relations/city presentations
- special studies

The successful candidate will be ACA qualified, with a first class academic background and an outstanding record of achievement. It will be necessary to exhibit strong commercial awareness which will have been gained within a blue chip organisation. It is also unlikely that the successful applicant will be aged over 28.

The rewards, both short and long term, are commensurate with a position of this standing.

In the first instance please telephone David Boothby on 071-437 0464 (071-498 2573 evenings and weekends) or write enclosing a copy of your curriculum vitae to the address below. All enquiries will be treated with the strictest confidence.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 071-437 0464 Fax: 071-437 0587

## RETAIL ACCOUNTANT 30,000 + CAR + BENEFITS CENTRAL LONDON

A qualified Management Accountant is sought by an expanding fashion company to head the accounts of its Retail subsidiary. The company operates in a sophisticated computerised environment which it continues to develop.

The successful candidate will have:-

- Proven Retail management accounting and business skills.
- An appreciation of the strengths and weaknesses of computer systems.
- The potential to join the Retail Board
- Aged under 40.

coppernob

Please send your CV to:  
The Personnel Manager, Coppernob Group Holdings plc  
95 Great Portland Street London W1N 5RA

## FINANCIAL CONTROLLER £30,000 + CAR + BENEFITS

The Company

- A young growing subsidiary of a substantial German based engineering group supplying the UK automotive, domestic appliance and other markets.
- Annual turnover £6 million.

The Role

Reporting to the Managing Director a key member of a small senior management team, responsible for:

- The complete accounting function.
- Contributing to the planned growth of the business with full involvement in the corporate role.

The Candidate

- Qualified accountant or suitably experienced part-qualified accountant.
- Previous experience of computerised systems essential.
- Strong team management and communication skills.

Write with full career details to:

Mrs T Harling,  
Grote & Hartmann (UK) Ltd,  
8/9 Brick Knoll Park,  
Ashley Road Industrial Estate,  
St Albans, Herts AL1 5UG



APPOINTMENTS ADVERTISING

appears every

Wednesday Thursday

& Friday (in the International  
Edition only)

## FINANCE DIRECTOR

North Kent

£40,000, Car, Benefits

Highly successful expanding £10 m sports and leisure products division of PLC heavily committed to export markets, requires experienced Financial Director with strong commercial background and capability to control multi site activities as growth plans develop.

The successful candidate must demonstrate proven management background in controlling accounting functions in a fast moving environment.

First hand knowledge of export procedures and legal implications of international distribution agreements is essential as is familiarity with reporting and forecasting procedures required within a public company.

Applicants, who must form part of a highly motivated ambitious management team are unlikely to be under the age of 35 in order to have obtained the appropriate level of commercial experience required.

Applications in writing with full CV to  
Mrs J Stevens, 154 Gilestad Lane, Gilestad,  
Bingley, West Yorkshire BD16 3EL.



## GROUP CHIEF ACCOUNTANT Entertainment Industry (30K + Car)

Castle Communications PLC is an expanding USM company in the record and video business in the UK with subsidiaries in Australia, West Germany and Finland.

The company seeks a young dynamic chartered accountant with excellent personal skills and a practical and commercial outlook, to report to the Group Financial Controller at the group's headquarters in Chessington. Responsibilities will include the control and development of group accounting systems and staff, the production of budgets and accounts, the upgrading of management information systems, and the commercial monitoring of group activities.

The position will involve some overseas travel.

Outstanding career potential for the right candidate.

Ring Tracey Armstrong on 081-877 0922  
for an information pack before 7 December 1990.

STRICTLY NO AGENCIES